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ABSTRACT

This resource materials package on entrepreneurship is designed for use by secondary and postsecondary vocational educators in the development or organization of a program in small business management. Section I contains a bibliography of printed materials concerned with entrepreneurship. Information is organized into four parts: getting ready to become an entrepreneur; becoming an entrepreneur; being an entrepreneur; and additional sources. Section II contains the bibliography portion of a three-volume publication entitled "Minding Your Own Business" and is ogranized into three parts: the environment of small business, managing a small business, and curricula. Section III provides a listing of publications on entrepreneurship which have been selected from a search conducted by the Educational Resources Information Center. Finally, Section IV contains abstracts of new and continuing projects concerning entrepreneurship administered by the Division of Research and Demonstration (U.S. Office of Education/Bureau of Occupational and Adult Education) in Fiscal Years 1976 and 1977. (JH)

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ENTREPRENEURSHIP

Special Packages

Instructional Resources for Vocational Education

National Center for
Research in Vocational
Education
The Ohio State University
1960 Kenny Road
Columbus, Ohio 43210

CE 022 307

U S DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

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FOREWORD

Vocational Education must respond to growing and developing occupations. Therefore, there is a need for special packages containing practical and easily-adapted models, materials, and information in the occupations so that secondary and post-secondary school administrators and teachers can respond to these occupational needs. The National Center for Research in Vocational Education has identified, selected, and is disseminating instructional resources in five special packages during 1978. In addition, the National Center is giving assistance to vocational educators in using these resources.

The Entrepreneurship Resource list compiled by Special Packages staff represents a useful tool for educators developing or organizing a program in Small Business Management. Contributors to this effort were the AIM/ARM Project of the National Center, The Athena Corp., ERIC Clearinghouse on Career Education, and the staff of the National Center.

The National Center is indebted to Robert S. Peterson, Texas Education Agency; Roger Haskell, University of Tennessee; Mary Elizabeth Milliken, University of Georgia; James Burrow, University of Northern Iowa; and Marie Charles, Pinellas County School System, who served as consultants for the direction and validation of occupational selection criteria. David D. L'Angelle supervised the Special Packages development assisted by Jo-Ann Cherry and Janice T. Adkins.

Robert E. Taylor
Executive Director
The National Center for Research
in Vocational Education

This project was developed pursuant to Contract No. 300-78-0032 with the U.S. Office of Education. However, the opinions expressed herein do not necessarily reflect the position or policy of the U.S. Office of Education and no official endorsement by the U.S. Office of Education should be inferred.

OCT 2 1979

Special Package Number II

SPECIAL PACKAGES-USER FEEDBACK FORM
(INSTRUCTIONAL RESOURCES FOR VOCATIONAL EDUCATION)

> To assist the National Center for Research in Vocational Education in continuing to serve effectively the needs of vocational and technical educators, would the USER of the Special Packages resources(s) please respond to the following questions. Your responses will help us to determine the kinds of resources you find most useful.

1. Please indicate your job title (e.g. teacher, administrator, counselor, coordinator, local director)

   ____

2. How was the Special Package used?

   ☐ Planning an instructional program
   ☐ Developing of an instructional program
   ☐ Operating of an instructional program
   ☐ Evaluating of an instructional program
   ☐ Other (please specify, e.g. student services)

   ____

   ____

3. Rate Special Packages on the following dimensions: (Please circle the response which most accurately describes the publication.)

	Excellent	Very Good	Good	Fair	Poor
A. Relevance to the occupation (current and representative of occupational needs)	E	VG	G	F	P
B. Ease of Adaptation (Resources work in any instructional setting)	E	VG	G	F	P
C. Availability (Resources were easy to acquire and affordable)	E	VG	G	F	P
D. Reproduction quality	E	VG	G	F	P

Additional Comments ______________________________

Please fold this form in three sections with the National Center address and postage paid permit on the outside, staple, and return.

THIS PACKAGE CONTAINS:

- **Entrepreneurship Resource List, compiled by the National Center for Research in Vocational Education**
- **"Minding Your Own Small Business: Bibliography," developed by the Athena Corporation**
- **Entrepreneurship: Selections from ERIC Search Conducted April 1978, ERIC Clearinghouse on Career Education**
- **Abstracts of New and Continuing Projects Concerning Entrepreneurship Administered by the Division of Research and Demonstration (USOE/BOAE) in fiscal years 1976 and 1977, AIM/ARM Project of the National Center for Research in Vocational Education**

Sponsored by:
The U.S. Office of Education

A primary objective of the Special Packages Project is to assist vocational educators in developing skills to evaluate and adapt instructional resources.

FOR MORE INFORMATION CONTACT:

Program Information Office
National Center for Research in
Vocational Education
1960 Kenny Road
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THE NATIONAL CENTER
FOR RESEARCH IN VOCATIONAL EDUCATION
THE OHIO STATE UNIVERSITY
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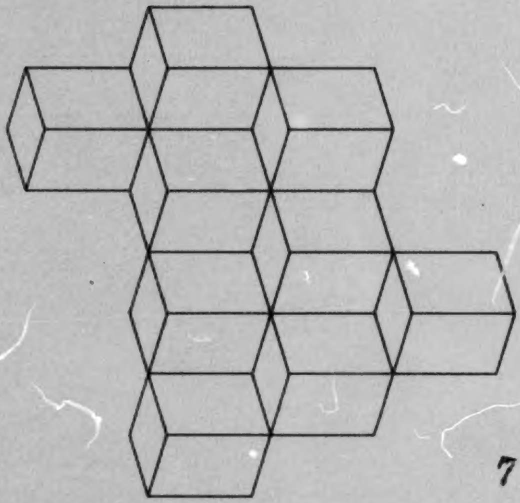
SPECIAL PACKAGES

Instructional Resources for Vocational Education

ENTREPRENEURSHIP



WHAT ARE "SPECIAL PACKAGES"?

- **Instructional Resources related to growing and developing occupations.**
- **Included are Instructional Program Components, Resources Lists, Occupational Information, Program Development Guides, Curriculum Materials, and Special Studies.**

WHICH GROWING AND DEVELOPING OCCUPATIONS AND SPECIAL AREAS ARE RECEIVING EMPHASIS IN 1978?

- **Biomedical Instrumentation Technology**
- **Entrepreneurship**
- **Energy Conservation in Construction Trades**
- **Business and Office with Emphasis in Interpersonal Skills**
- **Occupational Survival Skills**
- **Skills for Developing and Evaluating Curriculum and for Adapting Instructional Resources to Existing Curriculum**

Sponsored by:
The U.S. Office of Education

WHO CAN USE THESE PACKAGES?

Secondary and Post-secondary Teachers and Vocational Education Administrators

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WHAT IS THE ROLE OF THE NATIONAL CENTER REGARDING SPECIAL PACKAGES?

The three objectives of the Special Packages Project are:

- **To identify and select resources to meet the needs of vocational educators in growing and developing occupations.**
- **To disseminate selected resources.**
- **To assist vocational educators in developing skills in evaluating and adapting instructional resources.**

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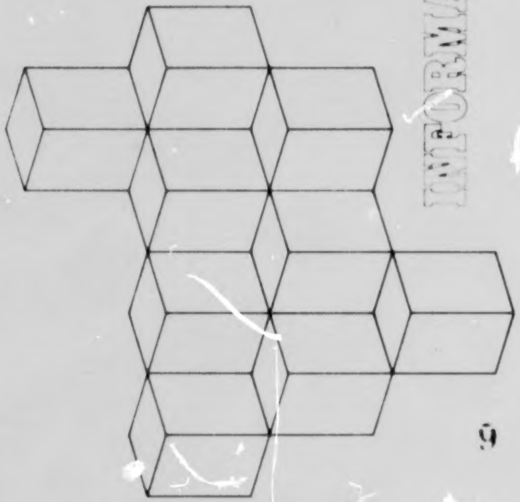
SPECIAL PACKAGES

Instructional Resources for Vocational Education



INFORMATION AND FIELD SERVICES DIVISION

SPECIAL PACKAGES FOR OCCUPATIONAL SERVICE AREAS

Introduction

Secondary and post-secondary vocational education teachers and administrators must respond to the emphases and needs of growing and developing occupations. Resource materials which can be used in shaping and implementing programs to meet some of these emphases and needs have been identified, selected, and packaged by the Special Packages Project staff of the National Center for Research in Vocational Education. Five copies of each Special Package are being distributed to each state and territory.

For 1978 emphasis was given to the following growing and developing occupations and special areas:

- Biomedical Instrumentation Technology
- Entrepreneurship
- Occupational Survival Skills
- Energy Conservation in Construction Trades
- Business and Office with Emphasis in Interpersonal Skills
- Skills for Developing, Evaluating, and Adapting Instructional Resources to Existing Curriculum

Selection criteria for resource materials included in the 1978 Special Packages were:

- Relevance to Occupational Area
- Target Audiences
- Instructional Program Design (Competency-based, Modularized)
- Validation/Evaluation Data
- Reproducability
- Cost of Implementation/Adaptation
- Sensitivity to the Special Needs of Groups
- Flexibility
- Innovativeness
- Marketability
- Sex and Ethnic Fairness
- Availability of the Materials

The modular format is a common characteristic of all resources being disseminated. This concept is evident in packaging as well as content. Three ring binders allow for a flexible packaging arrangement and organization of instructional resources. Materials may be added, deleted, repackaged, or modified in accordance with the needs of the user. The content arrangement promotes an individualized approach in that students can proceed through the necessary modules that meet their own training needs. At the same time, on-site training using specific modules can be provided without disrupting the continuity of the instructional program. For example, if training on a specific kind of equipment is necessary that is not available at the school, the teacher could provide that training in an actual work environment. Finally, curriculum updating and revision can be accomplished with minimum disruption to the instructional program. As the occupational area grows, the changes to the technology can be inserted into the curriculum.

One objective of the Special Packages Project is that utilization of resource materials will be enhanced. Toward this end, assistance will be given to vocational educators in developing skills in evaluating and adapting instructional resources.

ENTREPRENEURSHIP

Contents of this package may be used by educators developing or organizing a program in Small Business Management.

SECTION

1 ENTREPRENEURSHIP RESOURCE LIST
– Bibliography of printed materials and films concerned with Entrepreneurship compiled by staff of the National Center for Research in Vocational Education

PART I GETTING READY TO BECOME AN ENTREPRENEUR
PART II BECOMING AN ENTREPRENEUR
PART III BEING AN ENTREPRENEUR
PART IV ADDITIONAL SOURCES

2 MINDING YOUR OWN SMALL BUSINESS: BIBLIOGRAPHY
– Bibliography portion of three-volume publication entitled Minding Your Own Small Business, developed by The Athena Corporation

PART I THE ENVIRONMENT OF SMALL BUSINESS
PART II MANAGING A SMALL BUSINESS
PART III CURRICULA

3 ENTREPRENEURSHIP. SELECTIONS FROM ERIC SEARCH CONDUCTED APRIL 1978
– Listing of publications concerned with Entrepreneurship which have been entered into the Educational Resources Information Center data base; search conducted through the ERIC Clearinghouse on Career Education

4 ABSTRACTS OF NEW AND CONTINUING PROJECTS CONCERNING ENTREPRENEURSHIP ADMINISTERED BY THE DIVISION OF RESEARCH AND DEMONSTRATION (USOE/BOAE) IN FISCAL YEARS 1976 AND 1977
– Information on developers and content of projects dealing with Entrepreneurship, compiled by AIM/ARM Project of the National Center for Research in Vocational Education

ENTREPRENEURSHIP RESOURCE LISTS

Disseminated by

The National Center for Research in Vocational Education

THE NATIONAL CENTER
FOR RESEARCH IN VOCATIONAL EDUCATION
The Ohio State University · 1960 Kenny Road · Columbus, Ohio 43210
Tel (614) 486 3655 Cable: CTVOCEDOSU/Columbus, Ohio

THE NATIONAL CENTER MISSION STATEMENT

The National Center for Research in Vocational Education's mission is to increase the ability of diverse agencies, institutions, and organizations to solve educational problems relating to individual career planning, preparation, and progression. The National Center fulfills its mission by:

- Generating knowledge through research
- Developing educational programs and products
- Evaluating individual program needs and outcomes
- Installing educational programs and products
- Operating information systems and services
- Conducting leadership development and training programs

ENTREPRENEURSHIP RESOURCE LIST

Compiled by Staff of
The National Center for Research
in Vocational Education
The Ohio State University
1960 Kenny Road
Columbus, Ohio 43210
1978

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Unit A Managing the Business
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PART IV ADDITIONAL SOURCES

A. U.S. Government Publications (Excluding SBA Publications)
B. Small Business Administration Publications
C. Periodicals -- Business and Professional
D. National Trade Associations

PART I

GETTING READY TO BECOME AN ENTREPRENEUR

UNIT A NATURE OF SMALL BUSINESS

Sources

Cook, J. "Carl Sontheimer's Better Mousetrap," Forbes, May 6, 1978.

"Daring To Start Your Own Business," Changing Times, The Kiplinger Magazine, June 1977.

Harris, M. "Do You Have What It Takes," Money, March 1978.

Heinzel, R. S. "Riches-To-Rags-To-Riches Story: An Entrepreneur Sells Experience," The Los Angeles Times, July 17, 1977, Part IV, pp. 1 and 7.

"Is This Anytime To Start A Business?" Changing Times, The Kiplinger Magazine, October 1975.

Jessup, C. and Chipps, G. "Seasonal Businesses Work Now," Family Circle, February 3, 1978.

Klein, F. C. "The Venturers: Doyle Hayt Survives Bankruptcy, Succeeds Second Time Around," The Wall Street Journal, November 29, 1977.

MacFarlane, W. H. Principles of Small Business Management. New York: McGraw-Hill Book Co., 1977.

Machalaba, D. "The Venturers: Bob Dallas Is Fighting Chains and Exhaustion With Small Restaurant," The Wall Street Journal, December 2, 1977, p. 1.

May, R. B. "The Venturers: Joan Massy Struggles To Keep An Idea Alive On Bare-Bones Capital," The Wall Street Journal, November 14, 1977, p. 1.

Overend, W. "Inventor's Pipe Dream Going Up In Smoke?" The Los Angeles Times, December 4, 1977, p. 18.

"Panacea, Placebo, Nostrum, Amen," Forbes, October 15, 1977.

"Panty Girdles Lose Out To Miniskirts," Columbus Dispatch, April 5, 1970, p. 41.

Pappas, V. "The Venturers: Colleges Are Replacing School of Hard Knocks For Some Businessmen," The Wall Street Journal, December 9, 1977, p. 1.

"Revel To Offer Expert Business Advice," *The Los Angeles Times*, July 31, 1977, Part VIII, p. 3.

Shaffer, R. A. "The Venturers: How Fusion Systems Blundered To Success With Exotic Product," *The Wall Street Journal*, November 17, 1977, p. 1.

Small Business Administration. Washington, D.C.: Government Printing Office.

___. *Analyze Your Cost of Marketing*, Management Aid No. 85.

___. *Is Your Cash Supply Adequate*, Management Aid No. 174.

___. *Six Methods For Success In A Small Store*, Small Marketers Aid No. 127.

___. *Sweeping Profit Out The Back Door*, Small Marketers Aid No. 138.

___. *Value Analysis For Small Business*, Technical Aid No. 87.

"Small Business: The Maddening Struggle To Survive," *Business Week*, June 30, 1975, pp. 96-101.

"Small Businesses You Can Start On $6,000 And Up," *Changing Times*, *The Kiplinger Magazine*, August 1977.

"Starting A Business: Women Show It's Not Just A Man's World," *U.S. News and World Report*, August 29, 1977.

UNIT B ARE YOU AN ENTREPRENEUR?

Sources

Baty, G. B. Entrepreneurship Playing to Win, Reston, Reston Publishing Co., 1974.

Chriss, N. "Popcorn Can and Fish Line Makes George Ballas A Rich Man," 1977. The Los Angeles Times, March 17, 1977, p. B-4.

Collins, O. and Moore, D. The Organization Makers, New York: Appleton-Century-Crofts, 1970.

Cox, J. "'Breaking Device' Assures Skateboard Safety," The Cincinnati Enquirer, April 15, 1977, p. E-7.

Hornaday, J. A. and Aboud. "Characteristics of Successful Entrepreneurs," Personnel Psychology, 24: 1971.

Jessup, C. and Chipps, G. "Seasonal Businesses: Work Now," Family Circle, February 3, 1978.

Johnson, D. "Seattle Boom Has Broad Base," Los Angeles Times, July 17, 1977, p. 1.

Klatt, L. A. Small Business Management: Essentials of Entrepreneurship, Belmont, California: Wadsworth Publishing Company, Inc., 1973.

Liles, P. R. New Business Ventures and the Entrepreneur, Homewood, Illinois: Richard D. Irwin, Inc., 1974.

MacFarlane, W. N. Principles of Small Business Management, New York: McGraw-Hill Book Co., 1977.

Nelson, R. E. Owning and Operating a Small Business, Springfield, Illinois: State Board of Education, Illinois Office of Education, 1976.

Overend, W. "Inventor's Pipe Dream Going Up In Smoke?" The Los Angeles Times, December 4, 1977, p. 18.

Shapero, A. "The Displaced, Uncomfortable Entrepreneur," Psychology Today, Volume 9, Number 6, 1975, pp. 83-88.

Smalheiser, L. "Do You Have What It Takes To Reach Your Goal?" Volume 22, Number 7, July, 1975, pp. 58-71.

Small Business Administration. *Starting and Managing A Business of Your Own*, Starting and Managing Series, No. 1, 1973.

Small Business Administration Workshop Materials.

Sullivan, D. J. *Small Business Management: A Practical Approach*, Dubuque, Iowa: Wm. C. Brown Company Publishers, 1977.

"Widow Parlayed Dream Into Success," *The Los Angeles Times*, July 31, 1977, Part VIII, p. 1.

Films

"Success Story," Bread and Butterflies Consortium. Agency for Instructional Television. Box A. Bloomington, Indiana, 47401.

Exposure Level.

Content: The film illustrates needs in Dave, who now owns a leather shop where he makes and sells his own work. The film looks back on his childhood on a farm, on a time when he held a dull job that paid fairly well, and on his days as a parachutist in the army. Success for Dave is a personal thing, something he has figured out for himself.

"New Entrepreneur--Careers for Now Series," ACI Films, Inc., 35 West 45th Street, New York, New York, 10036. Available for preview for a thirty-day period of time, or available to rent at Kent State University, Audio Visual Services, 221 Education Building, Kent, Ohio 44240.

Preparation/Adaptation Level.

Content: Denise Cobb is a young black woman who runs an organization called TLC Unlimited, that provides cars and drivers and other personalized services for travelers and business visitors. She has three partners, all women. She started as a bookkeeper and worked for a management concern. Because members of her family are jazz musicians, she was aware of the problems traveling musicians and others have in finding hotels, keeping schedules, etc., and decided to set up her own company to serve them. At first she had one van and worked out of her home. When she wanted to expand, she went to the Small Business Agency and with their encouragement drew up a detailed proposal and got funds to start. She stresses four points necessary for starting your own business:

1. Define your goals in terms of how you want to live and what you enjoy doing;

2. Be prepared to "starve a little"--it takes time to get started;

3. Use all the resources available to learn about your field; and

4. Believe in yourself.

UNIT C HOW TO SUCCEED AND HOW TO FAIL

Sources

Barnett, C. "Owning Your Own Business," TWA Ambassador, Volume 10, No. 6, 1977.

The Business Failure Record, New York: Dun and Bradstreet, Inc., 1977.

Heinzel, R. S. "Riches-To-Rags-To-Riches Story: An Entrepreneur Sells Experience," The Los Angeles Times, July 17, 1977, Part IV, p. 1.

Klein, F. C. "The Venturers: Doyle Hayt Survives Bankruptcy, Succeeds Second Time Around," Wall Street Journal, November 29, 1977, pp. 1-16.

MacFarlane, N. Principles of Small Business Management, New York: McGraw-Hill Company, 1977.

May, R. B. "The Venturers: Joan Massey Struggles to Keep An Idea Alive On Bare-Bones Capital," Wall Street Journal, p. 1, November 14, 1977.

The Pitfalls In Managing A Small Business, New York: Dun and Bradstreet, Inc., 1977.

Pucci, C. "Prospering 'Maverick' Grocer," The Cincinnati Enquirer, July 31, 1977, E-9.

Small Business Administration. Washington, D.C.: Government Printing Office.

___. A Checklist For Going Into Business, Small Marketers Aid No. 71.

___. Starting And Managing A Small Business Of Your Own, Starting and Managing Series No. 1.

Soble, R. "Wham-O Ahead Of Game With Frisbees," Los Angeles Times, August 28, 1977, VIII-3.

White, M. The Entrepreneurship Manual, Radnor, PA: The Chilton Book Company, 1977.

Films

"Three Times Three" (13 min., sd., color, 16 mm) Available for purchase or rental from Sales Branch, National Audio-visual Center--GSA, Washington, D.C. 20406. Phone (301) 763-1854.

Exposure Level.

Content: Through dramatization and narration, the film illustrates nine important keys to small business success: personal ability of the owners' use of outside assistance and information; understanding insurance, regulations, and taxes; business opportunity; knowing sources of capital; maintenance and use of business records; understanding financial factors; effective organization and planning; using good management techniques.

PART II

BECOMING AN ENTREPRENEUR

UNIT A DEVELOPING THE BUSINESS PLAN

Sources

"Daring To Start Your Own Business," Changing Times, The Kiplinger Magazine, Vol. 31, No. 6, June 1977, pp. 24-28.

Department of Commerce. Preparing A Business Profile, Washington, D.C.: Government Printing Office, April 1972.

Proxmire, W. Can Small Business Survive? Chicago, Illinois: Henry Regnery Co., 1964.

Shilt, B. S., Evarard, K. E., and Johns, J. M. Business Principles And Management, Cincinnati, Ohio: South-Western Publishing Co., 1973.

Small Business Administration. Washington, D.C.: Government Printing Office.

___. Business Plan For Retailers, Management Aid No. 150, February 1974.

___. Business Plan For Small Construction Firms, Management Aid No. 221, January 1974.

___. Business Plan For Small Manufacturers, Management Aid No. 218, July 1973.

___. Business Plan For Small Service Firms, Management Aid No. 153, October 1974.

___. Starting And Managing A Retail Flower Shop, 1970.

___. Starting And Managing A Small Business Of Your Own, 1973.

___. The First Two Years: Problems Of Small Business Firm Growth And Survival, 1961.

"Small Businesses You Can Start On $6,000 And Up," Changing Times, The Kiplinger Magazine, Vol. 31, No. 8, August 1977, pp. 38-40.

Steinmetz, L. L., Kline, J. B., and Stegall, D. P. Managing The Small Business, Homewood: Richard D. Irwin, Inc., 1968.

Films

"The Business Plan" (14 min. sd., color, 16 mm) Available for purchase or rental from Sales Branch, National Audio-visual Center--GSA, Washington, D.C. 20406. Phone (301) 763-1854.

Preparation/Adaptation Level.

Content: Dramatizes the need for and elements in a business plan as a management tool for a successful business operation. Dialogue is mostly between the two main characters. One is an appliance store owner, whose business is declining because the owner has not done planning and has failed to keep up with changes. The other is a service writer who has finished two years of small business training in night classes and is planning to open an automobile service shop. The service writer has a business plan and enthusiastically tells why it is important. At first derisive, the appliance store owner later admits that the business is failing. Further discussion reveals that lack of planning has been a key factor in the decline of the business. The service writer's enthusiasm, well-founded reasons for planning, and factual presentation of the main points in a business plan convince the appliance store owner of the necessity of a plan.

UNIT B WHERE TO LOCATE THE BUSINESS

Sources

Small Business Administration. Washington, D.C.: Government Printing Office.

___. Factors in Considering a Shopping Center Location, Small Marketers Aid No. 143.

___. Locating or Relocating Your Business, Management Aid No. 201.

___. Statistics and Maps for National Market Analysis, Small Business Bibliography No. 12, 1973.

___. Using a Traffic Study to Select a Retail Site, Small Marketers Aid No. 152, 1973.

___. Using Census Data to Select a Store, Small Marketers Aid No. 154.

"Why You Should Set Value On Your Business: Professionals Tell How To Make An Appraisal," The Wall Street Journal, July 25, 1977.

Films

"The Right Location" (16 min., sd., color, 16 mm) Available for purchase or rental from Sales Branch, National Audio-visual Center--GSA, Washington, D.C. 20406. Phone (301) 763-1854.

Exposure Level.

Content: Through the experience of a young person planning to open a clothing store, this film dramatizes the importance of the right location and outlines some of the essential factors to consider in making a site selection study.

UNIT C LEGAL ISSUES AND SMALL BUSINESS

Sources

Fisk, M. and Mietus, N. Applied Business Law, 11th Ed., Cincinnati, Ohio: South-Western Publishing Company, 1977.

Journal of Small Business Management, Volume 15, Number 4, October 1977.

MacFarlane, W. Principles of Business Management, New York: McGraw-Hill Book Co., 1977.

"Panty Girdles Lose Out To Miniskirts," Columbus Dispatch, Sunday, April 5, 1970, p. 41.

Shilt, B., Everard, K. and Johns, J. Business Principles and Management, 6th Ed., Cincinnati, Ohio: South-Western Publishing Co., 1973.

Small Business Administration. Managing For Profits, Washington, D.C.: Government Printing Office, 1968.

Wingate, J. W. and Sampson, H. E. Retail Merchandising, 8th Ed., Cincinnati, Ohio: South-Western Publishing Company, 1975.

UNIT D GOVERNMENT REGULATIONS AND SMALL BUSINESS

Sources

A Guide to Voluntary Compliance, OSHA 2088.

All About OSHA, OSHA 2056.

Credit History for Married Persons. Bakersfield, California: Dunlap.

DeSalvia, D. and Etherington, J. "OSHA: An Approach for Small Business," Journal of Small Business Management. Volume 15, No. 4, October 1977.

Fish, M. and Mieters, N. Applied Business Law, 11th Edition, Cincinnati, Ohio: South-Western Publishing Co., 1977.

Garfinkel's Option Account Agreement, Garfinkel's Credit Department, 1401 F Street, N.W., Washington, D.C.

"The Guesswork on Warranties," Business Week, July 14, 1975.

"Guidelines for Setting-up Job Safety and Health Programs," OSHA 2070.

Inman, J. E. "Antitrust Compliance for Small Business," Journal of Small Business Management, Volume 15, No. 4, October 1977, pp. 10-19.

Job Safety and Health (Periodical, $4.50 per year).

Kalis, D. B. "Surging Product Liability Suits: Can Your Company Cope?" Occupational Hazards, March 1974.

MacFarlane, W. Principles of Business Management, New York: McGraw-Hill Book Co., 1977.

Magnusen-Moss Warranty - Federal Trade Commission Improvement Act, Public Law 93-637, 93rd Congress, 5.356, Washington, D.C.: Government Printing Office, January 4, 1975.

Master Charge. "In Case of Errors or Inquiries About Your Master Charge Bill."

Morner, A. L. "Junk Aid for Small Business," Fortune, November 1977.

Morrison, M. "Cosmetics: Some Statistics on Safety," FDA Consumer, March 1976.

O'Connel, J. "Bypassing the Lawyers," The Wall Street Journal, April 8, 1976.

OSHA Fact Sheet for Small Businesses, OSHA 2005.

OSHA Safety and Health Standards, General Industry, OSHA 2206.

"Product Safety and the Law: The Gathering Storm," Metalworking Economics, August 1972.

"Rage Over Rising Regulations," Time, January 2, 1978.

Shilt, B., Everard, K., and Johns, J. Business Principles and Management, 6th Edition, Cincinnati, Ohio: South-Western Publishing Co., 1973.

Small Business Administration. Washington, D.C.: Government Printing Office.

___. The Federal Wage-Hour Law in Small Firms, Small Marketers Aid No. 132.

___. Getting the Facts for Income Tax Reporting, Small Marketers Aid No. 144.

___. Managing for Profits, Nonseries Publication, 1968.

___. Selecting a Lawyer for Your Business, Management Aid No. 8.

___. Starting and Managing a Business of Your Own, Starting and Managing Series, No. 1, 1973.

___. Steps in Meeting Your Tax Obligations, Small Marketers Aid No. 142.

"Small Business Handicapped by Minimum Wage Boost," NFIB Mandate, December 1977, (National Federation of Independent Business, Inc., 490 d'Enfant Plaza East, S.W., Washington, D.C. 20024).

"Special Notice to Ohio Bell Customers: FCC Regulation Program."

Springer, R. M. "Small Business Looks at New Warranty Rules," Journal of Small Business Management, Volume 15, No. 4, October 1977, pp. 20-26.

Staples, W. A. and Stafford, J. E. "Managerial Compliance Procedures for Equal Employment Opportunity," Journal of Small Business Management, Volume 15, No. 4, October 1977, pp. 1-5.

The Target Health Hazard, OSHA 2051.

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UNIT E CHOOSING THE TYPE OF OWNERSHIP

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Films

"The Heartbeat of Business" (14 min.) Available for purchase or rental from Sales Branch, National Audio-visual Center--GSA, Washington, D.C. 20406. Phone (301) 763-1854.

Exploration Level.

Content: Emphasizes the importance of financial management. The film opens with Josh Billings, owner of a building supply firm, being taken to the hospital following a heart attack. Later, he is visited by Ben Heatherton, recent owner of a remodeling and home repair business. Through conversations between Josh and Ben and by flashbacks of some episodes in Josh's business affairs, some examples of good - and bad - financial management are dramatized. Ben, realizing the importance of financial management, took steps to learn about and practice approved methods.

UNIT G RESOURCES FOR MANAGERIAL ASSISTANCE

Sources

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For information about courses contact YWCA, 37 South Wabash, Chicago, IL 60603

"Women Going Into Business"

"Building Self-Employment"

Films

Available for purchase or rental from Sales Branch, National Audio-visual Center--GSA, Washington, D.C. 20406.

"The Antique Man" (14 min.)

Exploration Level.

Content: A Story About SCORE - what it is and how it works - dramatized in conversations between a SCORE counselor, his friend (another retiree), and a SCORE client. Scenes in the client's place of business illustrate how a SCORE counselor helps a small businessperson. The film is designed for use in recruiting SCORE volunteers, indoctrinating new SCORE members, and informing the public about SCORE. It is recommended for TV use to publicize the SCORE program.

"A Case In Point" (11 min.)

Exposure Level.

Content: Through the experiences of the main character, tells of various services available to small business owners from the Small Business Administration.

"Take It From SBA" (15 min.)

Preparation/Adaptation Level.

Content: Based on actual experiences of a small manufacturer, this film shows how SBA helps small firms utilize information on new technology available from many sources.

"The 'SCORE' Board"

Content: The film dramatizes a team approach to SCORE counseling. The SCORE volunteer (a retired accountant), assigned to counsel the owner of a small plastics extrusion plant, realizing that he needs help with non-financial problems, gets two other SCORE members - a retired engineer and a retired salesperson - to work with him on the case. Various scenes show each counselor meeting with the client and the three counselors working on alternative recommendations to present to the client. The film is for use in training SCORE volunteers.

PART III

BEING AN ENTREPRENEUR

UNIT A MANAGING THE BUSINESS

Sources

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Films

"The Business Plan" (14 min., sd., color, 16 mm) Available for purchase or rental from Sales Branch, National Audio-visual Center--GSA, Washington, D.C. 20406. Phone (301) 763-1854.

Preparation/Adaptation Level.

Content: Dramatizes the need for and elements in a business plan as a management tool for successful business operation. Dialogue is mostly between the two main characters: Joe Duval, an appliance store owner, whose business is declining because he hasn't done any planning or kept up with changes; and Frank McDuff, Joe's brother-in-law, a service writer in an automobile agency. The story opens in Joe's office. Frank tells Joe he has finished two years of small business training in night classes and is planning to open an automobile service shop. He shows Joe his business plan and enthusiastically tells why it is important. Joe is at first derisive, but later admits his own business is failing. Further discussion reveals that lack of planning has been a key factor in the decline of the business. Frank's enthusiasm, well-founded reasons for planning, and factual presentation of the main points in a business plan convince Joe, he too, needs a plan.

UNIT B FINANCIAL MANAGEMENT

Sources

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Films

"The Heartbeat of Business" (14 min., sd., color, 16 mm) Available for purchase or rental from Sales Branch, National Audio-visual Center--GSA, Washington, D.C. 20406. Phone (301) 763-1854.

Exploration Level.

Content: Emphasizes the importance of financial management. The film opens with the owner of a building supply firm being taken to the hospital following a heart attack and being visited by the owner of a remodeling and home repair business. Through conversations between the two and by flashbacks of some episodes in the business affairs of the building supply firm, some examples of good - and bad - financial management are dramatized. The owner of the remodeling and home repair firm, realizing the importance of financial management, took steps to learn about and practice approved methods and in three years, has built a profitable business. The building supply business was in bad financial shape at the time of the owner's heart attack. Conversations between the two and the review of some of the owner's notes from a financial management course, convince the building supply owner of the need to improve the firm's financial practices.

UNIT C KEEPING THE BUSINESS RECORDS

Sources

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"Checking Out Tomorrow," Time, February 20, 1978.

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Films

"The Language of Business" (14 min. 50 sec., sd., color, 16 mm) Available for sale or rental from Sales Branch, National Audio-visual Center--GSA, Washington, D.C. 20406. Phone (301) 763-1854.

Exploration Level.

Content: The story line is drawn from the dramatic situation of a fairly successful small businessperson who is pondering a big decision:

play it safe, and continue to operate one radio/TV retail and service shop, or take the risk of opening a second store in a new shopping center. Faced with making this decision, the firm's owner checks the firm's records for help, but finds them confusing. Inability to interpret the facts and information frustrates the owner to the point of making a late-night call for help to an accountant. Together, they analyze the records. The accountant points out problems and areas in need of adjustment, drawing upon experiences with other businesspersons to illustrate danger areas. Bit by bit, a new respect for records develops as the owner realizes their value in managing the business.

UNIT D MARKETING MANAGEMENT

Sources

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Films

All films available for purchase or rental from Sales Branch, National Audio-visual Center--GSA, Washington, D.C. 20406. Phone (301) 763-1854.

Exposure Level.

"Marketing for Profit" (18 min. 10 sec., sd., color, 16 mm)

Content: Dramatizes the importance and relationship of marketing to the total business plan and the firm's profit goal. Identifies five vital elements of marketing: product, place, price, people, and promotion. Coordinating and directing these elements is the marketing plan. Each of the elements of the plan are discussed and illustrated in turn.

"The Advertising Question" (13 min. 50 sec., sd., color, 16 mm)

Content: Designed to correct some of the misconceptions and change some of the attitudes which many small businesspersons display toward advertising. It begins with the introduction of a new small businessperson about to open a drugstore, hoping to get by without much advertising other than point-of-sale advertising. A newspaper owner raises the question, "How are you going to get customers into the store?" The values and techniques of advertising are developed in a discussion between the druggist and newspaper owner, and some business examples are shown to emphasize pertinent points.

"Opportunities Unlimited" (15 min.)

Content: Bob Wilson (the Barbecue King) tells the story of his success in exporting barbecue equipment to several foreign countries and explains the various kinds of help in getting into the export market available from the Small Business Administration and the U.S. Department of Commerce.

"Help at Hand" (20 min.)

Content: Through narration and dramatization of the experiences of three small manufacturers, this film explains SBA's procurement assistance program.

Exploration Level.

"A Step in the Right Direction" (12 min. 18 sec.)

Content: Through discussions between Ralph Brown and Harry Newman (men's clothing store competitors) and flashbacks to some of Ralph's problems and accomplishments in developing successful control procedures, the film dramatizes the importance of merchandise control in retail stores and illustrates some effective control systems and techniques.

"The Calendar Game" (13½ min., sd., color, 16 mm)

Content: Emphasizes the need for advertising, planning, and budgeting by small retail and service businesses. The film begins in the office of the owner of a drycleaning shop telling a business friend about aiming promotions to reach, at specific times, customers who are most likely to be ready for the service and explaining the method of choosing media and directing advertising. In a friendly give-and-take discussion, the two touch upon budgeting, timing, choice of media, and plans for specific promotions.

"The Seventh Chair" (12½ min., sd., color, 16 mm)

Content: The film opens in a conference room where five small business owners are meeting with the credit manager of a large department store who acts as a moderator. The five small business owners are a food caterer, a lumber dealer, a druggist, a haberdasher, and a florist. Each has credit and collection problems which are presented in the round-table conversation or in flashbacks to the places of business. Throughout the meeting, one chair is empty. At the end of the film, the moderator faces the film audience and says, "This seventh chair is reserved for you. What would you say if you were sitting here?"

"Buying and Selling in International Markets" (11 min.)

Content: A film produced by Pan American World Airways to illustrate, through successful cases, how its World Wide Marketing Service helps businesspersons get into the export market.

"The Follow-Up" (13 min., sd., color, 16 mm)

Content: Illustrates the value of following up on advertisements and promotions. Action takes place in an appliance sales/repair shop owned by two partners. When the story opens, one partner isn't much impressed with the other's strong belief in follow-up as a way to develop additional business and as a guide to future promotions. Further discussion between the two, together with illustrations of following up on a radio commercial, solicitating customers' reactions to store layouts and point-of-sale ads, and getting business associates' opinions of ads used or planned, bring out many of the factors to consider in advertising/sales promotion follow-up.

"Variations on a Theme" (13½ min., sd., color, 16 mm)

Content: Calls attention to some of the important steps in planning a sales event. The action takes place in a women's ready-to-wear shop. In the opening scene, the proprietor is announcing to employees a special store event - the store's twentieth anniversary sale - and inviting all of them to help plan it. Conflict is provided by the cashier, who is rather scornful of the idea of advertising and promotion themes. In resolving this conflict, the proprietor points out many of the factors involved in implementing a successful sales event. Subsequent meetings with all store personnel further illustrates step-by-step preparations for the anniversary sale.

UNIT E SUCCESSFUL SELLING

Sources

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Films

Available for purchase or rental from Sales Branch, National Audio-visual Center--GSA, Washington, D.C. 20406. Phone (301) 763-1854.

"You and Your Customers" (14 min.)

Exploration Level.

Content: Dramatically presents situations which small retailers may encounter involving customer relations. Stimulates audience involvement by providing opportunities to stop the film for discussion following some of the more detailed situations and then showing "possible solutions" or alternative ways of handling these situations.

"The Professional" (30 min.)

Exploration Level.

Content: A dramatic film which builds pride in the job of a salesperson and shows what salespeople must do to be truly professional in their field. Van Johnson and Forrest Tucker team up in this moving story of a salesperson searching for the principles that will put him at the top of this profession. The salesperson in the film discovers those principles and masters the key concepts of really effective, result-getting selling.

UNIT F MANAGING HUMAN RESOURCES

Sources

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___. Preventing Accidents In Small Stores, Small Marketers Aid No. 104.

___. Selecting Employee Benefit Plans, Management Aid For Small Manufacturers No. 213.

___. Setting Pay For Your Management Jobs, Management Aid No. 195.

___. Tips On Selecting Salesmen, Management Aid No. 196.

Films

Available for purchase or rental from Sales Branch, National Audio-visual Center--GSA, Washington, D.C. 20406. Phone (301) 763-1854.

"Anything is Possible - With Training" (13½ min., sd., color, 16 mm)

Exploration Level.

Content: Examples of successful employee training in a telephone answering service, a boat yard, and a newspaper office convince a woman planning to open a restaurant that employee training is essential to business success.

"The Man or Woman for the Job" (14 min., sd., color, 16 mm)

Exploration Level.

Content: Points out the importance of effective recruitment and selection procedures through the experiences of a small print shop owner who learned the hard way that such procedures are necessary. Brief vignettes of other types of business reflect various sources of employees.

UNIT G COMMUNITY RELATIONS

Sources

Small Business Administration, Profitable Community Relations for Small Business, Small Business Management Series No. 27, Washington, D.C.: Government Printing Office, 1961.

Films

"You and Your Customers" (13½ min., sd., color, 16 mm) Available for purchase or rental from Sales Branch, National Audio-visual Center--GSA, Washington, D.C. 20406. Phone (301) 763-1854.

Exploration Level.

Content: Dramatically presents situations which small retailers may encounter involving customer relations. Stimulates audience involvement by providing opportunity to stop film for discussion following some of the more involved situations, then presenting "possible solutions" to the problems presented on the screen.

UNIT H BUSINESS PROTECTION

Sources

Abramson, M. "Chasing the Inside Outlaws," *TWA Ambassador*, Vol. 10, No. 12, December 1977.

Curtis, B. *Security Control: External Theft Security Control: Internal Theft*, New York: Chain Store Publishing Company, 1973.

Green, G. and Farber, R. C. *Introduction to Security*, Los Angeles, CA: Security World Publishing Company, 1976.

Hemphill, C. F. *Security for Business and Industry*, Homewood, IL: Dow Jones-Irwin, Inc., 1971.

Hughes, M. M. (editor) *Successful Retail Security*, Los Angeles, CA: Security World Publishing Company, 1976.

Jaspen, N. *Mind Your Own Business*, Englewood Cliffs, NJ: Prentice-Hall, Inc., 1974.

McCall, S. *Small Business Reporter: Crime Prevention For Small Business*, San Francisco, CA: Bank of America, 1975.

Small Business Administration Publications. Washington, D.C.: Government Printing Office.

___. *Preventing Burglary and Robbery Loss*, Small Marketers Aid No. 134, 1974.

___. *Preventing Employee Pilferage*, Management Aid No. 209.

___. *Preventing Embezzlement*, Small Marketers Aid No. 151, 1973.

___. *Preventing Retail Theft*, Small Marketers Aid No. 119, 1971.

Small Business Reporter, Bank of America, 1976.

Weber, T. L. *Alarm Systems and Theft Prevention*, Los Angeles, CA: Security World Publishing Company, 1973.

Films

Available for purchase or rental from Sales Branch, National Audio-visual Center--GSA, Washington, D.C. 20406. Phone (301) 763-1854.

Exposure Level.

"Burglary Is Your Business" (15 min., sd., color, 16 mm)

Content: Through an investigation by a police department detective following a burglary at a home furnishing/appliance store and the detective's conversation with the store owners, the film points out security measures which retailers should take to prevent burglaries.

"The Shoplifter" (20 min., sd., color, 16 mm)

Content: Illustrates techniques used by amateur and professional shoplifters. The film points out the alarming fact that one of every sixty customers will try to steal and suggests ways of preventing much of this stealing. A convicted shoplifter demonstrates stealing methods under actual conditions and explains how alert and informed employees could have prevented the thefts.

Exploration Level.

"They're Out To Get You" (12½ min., sd., color, 16 mm)

Content: The main character in this film is Ralph Massey, a professional shoplifter. Ralph is in jail, but he's making plans to continue his "trade" when released. Through conversations with his cellmate and flashbacks to some of his shoplifting episodes, Ralph shows how shoplifters operate and, indirectly, points out preventive measures small business persons can take to limit shoplifting in their stores.

"It Can Happen To You" (15 min., sd., color, 16 mm)

Content: Outlines the experience of Jack Norton, a hardware store owner, in cooperating with a police lieutenant to get the facts about an employee pilferage problem. The police lieutenant points out situations and procedures which encourage pilferage and shows how to remedy these matters.

Preparation/Adaptation Level.

"The Inside Story" (15 min., sd., color, 16 mm)

Content: Through conversations and activities of Sam Mattison, owner of a small manufacturing plant, and his security man, Vinc Clark, the film illustrates steps which can be taken to limit or prevent pilferage by plant employees. Though Sam is vehement about not wanting to suspect any of his employees, facts reveal that an old, trusted employee has been pilfering for years.

"The Paperhangers" (31 min., sd., color, 16 mm)

Content: The nation's most expensive and popular crime - check fraud - is explored in this film, which is directed to businesspersons and their employees. The film shows how most bad check passers - or "paperhangers" as they are known in police circles - can be stopped in their tracks by an efficient checkcashing procedure. Such a procedure is shown in detail, along with guidelines for carrying it out. Two former "paperhangers" discuss the most common errors made by business people and show techniques frequently used for passing bad checks.

"Plant Pilferage" (32 min., sd., color, 16 mm)

Content: Directed to industrial management, this comprehensive film covers a large loss to industry - pilferage - which reduces profits by the staggering amount of one billion dollars every year. In this film, a visiting management group tours a plant where security measures are being taken. Each of the eight steps in a successful pilferage-protection program is demonstrated to them in a realistic fashion. Apprehension of the thief, it is pointed out, is not the answer to pilferage. Prevention is the answer - prevention is not only the best, but the easiest defence.

PART IV

ADDITIONAL SOURCES

A. U.S. GOVERNMENT PUBLICATIONS
(Excluding SBA Publications)

The following selected titles of Federal publications are listed under the names of issuing agencies. Some are free; others are for-sale publications.

Local offices of the Federal agencies listed in this section may have available for reference some of the selected publications. For additional titles check with the nearest field office of the Government agency. (For local office addresses, look for the agency under U.S. Government in the telephone directory.)

Many public libraries keep selected U.S. Government publications, including listings of publications and directories of Federal agencies, available for reference through the Federal Depository Library System.

Free publications: Order from issuing agency as described in the selected listing by giving the publication's title and series number (if stated). If the agency has no local office, request the publication from the address given in this Bibliography.

GPO - Goverment Printing Office

Government Printing Office identifies the for-sale publications. Order these from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

Give the publication's title, its series number (if stated), and name of issuing agency. Enclose check or money order made payable to the Superintendent of Documents; remittance from foreign countries must be by international money order or draft on a U.S. bank. Documents Coupons (in units of 5¢ each - sold by GPO in sets of 20 for $1) also may be used. Cash may be sent at sender's risk. Postage stamps and foreign currency are not accepted. Prices are 1978 prices and are subject to change.

Superintendent of Documents (GPO)

Superintendent of Documents also issues a number of Price Lists (single copy, free) on selected Federal (for-sale) publications related to specific subjects. For a complete list of Price List subjects, request How to Keep in Touch with U.S. Government Publications, free from GPO. Examples of titles which may be of interest to readers of this Bibliography are: Finance PL 28, Commerce PL 62, and Census PL 70.

Department of Agriculture
Washington, D.C. 20250

For a list of other consumer publications or copies of some of the following publications, contact a Department of Agriculture field office or write to the address given.

Consumers All. 1965 Yearbook. $2.75. GPO.

Presents practical results of the Department's efforts to make the lives of people healthier, happier, and more fulfilling.

Consumers Quick Credit Guide. 5¢. GPO.

Managing Your Money. 10¢. GPO.

When You Use Credit . . . For The Family. 10¢. GPO.

Department of Commerce
Washington, D.C. 20230

For copies of free publications and other lists of publications, consult any of Commerce's field offices or write to the specific Bureau (see addresses given).

Survey of Current Business. Monthly. $9 a year, $1 a copy.

Survey of Current Business (subscribers also receive weekly supplements which are not sold separately) gives information on trends in industry, the business situation, outlook, and other points pertinent to the business community.

Business and Defense Services Administration

BDSA Publications List. Revised periodically. Free.

List describes the statistical and business information publications, including national and international markets.

Business Service Checklist. Weekly. $2.50 a year. GPO.

Lists news releases and other materials of interest to industry and business which are published by the Department and Defense Agencies.

Bureau of the Census
Washington, D.C. 20233

For specific retail area statistics, request list of publications from the Census Bureau.

Census of Business For 1967: Retail-Area Statistics - U.S. Summary. $2. GPO.

Final figures from the 1967 Census of Retail Trade, includes statistical totals for each region, State, city, and standard metropolitan area - tabulated by type of establishment.

Statistical Abstract of the United States 1969. Issued annually. $5.75. GPO.

The standard summary of National statistics, includes general consumer credit statistics.

Board of Governors of the
Federal Reserve System
Washington, D.C. 20551

Federal Reserve Bulletin. Monthly. $6 a year; 60¢ a copy.

Order from (and make checks payable to) Board of Governors of the Federal Reserve System. Contains general business indicators in form of financial, commercial, and industrial statistics. Presents department store statistics (sales and inventories), consumer and wholesale prices, and income statistics. Examples of articles pertaining to consumer credit are:

Consumer Installment Credit on pp. 457-469 of June 1968 issue.

Changes in Time and Savings Deposits, Oct. 1968-Jan. 1969 on pp. 409-418 of May 1969 issue.

The Bulletin

The Bulletin also has a list of Federal Reserve Board publications (for-sale and free) which include titles of monthly statistical reports (issued on a national basis and are free on request). Examples of these reports are: Consumer Credit, Consumer Credit at Consumer Finance Company, Consumer Installment Credit at Commercial Banks, and Sales Finance Companies.

Consumer Credit Protection Act of 1968, P.L. 90-321. Free.

Truth-In-Lending - Regulation Z - Annual Percentage Rate Tables. Volume I. 1969. $1. Available from Federal Reserve Board.

What You Ought To Know About Truth-in-Lending (Federal Reserve Regulation Z) Consumer Credit Cost Disclosure. 1969. Free.

Regulation Z implements the Truth-in-Lending Law and this booklet describes the authority, scope, purpose, and requirements of the Regulation.

Federal Trade Commission
Washington, D.C. 20580

Truth-in-Lending.

Because the FTC has been given the responsibility for enforcing Regulation Z, it also distributes free the Federal Reserve Board publication What You Ought to Know About Truth-in-Lending (for annotation, see FRS above).

Consumer Credit Protection Act (Truth-in-Lending Act). Free.

Here Is Your FTC. 1969. 20¢. GPO. (Single copies free from FTC.)

FTC List of Publications. Free.

Includes trade practice rules for many industries.

News Summary.

Issued irregularly. Free distribution on a continuing basis is limited to business concerns, professional or consumer groups, and libraries. Reflects how laws and FTC regulations affect business practices, advertising, and sales promotion.

Department of Health, Education and Welfare

Bureau of Federal Credit Unions
Washington, D.C. 20230

Federal Credit Union Bylaws, Specimen Copy. 35¢. GPO.

Federal Credit Union Handbook. 70¢. GPO.

State-Chartered Credit Unions (FCU 560) 1966. Free.

Twenty-five Years of Better Living - Federal Credit Unions. Free.

President's Committee on Consumer Interests
Washington, D.C. 20506

Consumer Education - Bibliography. Prepared by the Yonkers (NY) Public Library for the Committee. 1969. 65¢. GPO.

Lists publications and films in the field of consumer interests.

Department of the Treasury
Internal Revenue Service

Tax Guide for Small Business. Issued annually. 1970. 75¢. GPO or local Internal Revenue Offices.

Serves as a guide for the current year on Federal tax problems; explains how the various Federal taxes apply to sole proprietorships, partnerships, and corporations.

B. SMALL BUSINESS ADMINISTRATION PUBLICATIONS
FREE MANAGEMENT ASSISTANCE PUBLICATIONS

April 1977

To receive copies of the available publications listed contact your nearest SBA office.

Management Aids Series

These leaflets deal with functional problems in small manufacturing plants and concentrate on subjects of interest to administrative executives.

Numbers	Title
170	The ABC's of Borrowing
171	How to Write a Job Description
174	Is Your Cash Supply Adequate?
176	Financial Audits: A Tool for Better Management
178	Effective Industrial Advertising for Small Plants
179	Breaking the Barriers to Small Business Planning
186	Checklist for Developing a Training Program
187	Using Census Data in Small Plant Marketing
188	Developing a List of Prospects
189	Should You Make or Buy Components?
190	Measuring the Performance of Salesmen
191	Delegating Work and Responsibility
192	Profile Your Customers to Expand Industrial Sales
193	What Is the Best Selling Price?
194	Marketing Planning Guidelines
195	Setting Pay for Your Management Jobs
197	Pointers on Preparing an Employee Handbook
199	Expand Overseas Sales with Commerce Department Help
200	Is the Independent Sales Agent for You?
201	Locating or Relocating Your Business
203	Are Your Products and Channels Producing Sales?
204	Pointers on Negotiating DOD Contracts
205	Pointers on Using Temporary-Help Services
206	Keep Pointed Toward Profit
207	Pointers on Scheduling Production
208	Problems in Managing a Family-Owned Business

Numbers	Title
209	Preventing Employee Pilferage
211	Termination of DOD Contracts for the Government's Convenience
212	The Equipment Replacement Decision
214	The Metric System and Small Business
215	How To Prepare for a Pre-Award Survey
216	Finding a New Product for Your Company
217	Reducing Air Pollution in Industry
218	Business Plan for Small Manufacturers
219	Solid Waste Management in Industry
220	Basic Budgets for Profit Planning
221	Business Plan for Small Construction Firms
222	Business Life Insurance
223	Incorporating a Small Business
224	Association Services for Small Business
225	Management Checklist for a Family Business
226	Pricing for Small Manufacturers
227	Quality Control in Defense Production
228	Inspection on Defense Contracts
229	Cash Flow in a Small Plant
230	Selling Products on Consignment
231	Selecting the Legal Structure for Your Business

Small Marketers Series

These leaflets provide suggestions and management guidelines for small retail, wholesale, and service firms.

Numbers	Title
25	Are You Kidding Yourself About Your Profits?
71	Checklist for Going Into Business
105	A Pricing Checklist for Managers
110	Controlling Cash in Small Retail and Service Firms
111	Interior Display: A Way To Increase Sales
113	Quality and Taste as Sales Appeals
116	How To Select a Resident Buying Office
118	Legal Services for Small Retail and Service Firms
119	Preventing Retail Theft
121	Measuring the Results of Advertising
123	Stock Control for Small Stores
124	Knowing Your Image
126	Accounting Services for Small Service Firms
127	Six Methods for Success in a Small Store
128	Building Customer Confidence in Your Service Shop
129	Reducing Shoplifting Losses
130	Analyze Your Records to Reduce Costs

Numbers	Title
132	The Federal Wage-Hour Law in Small Firms
133	Can You Afford Delivery Service?
134	Preventing Burglary and Robbery Loss
135	Arbitration: Peace-Maker in Small Business
137	Outwitting Bad Check Passers
138	Sweeping Profit Out the Back Door
139	Understanding Truth-in-Lending
140	Profit By Your Wolesalers' Services
141	Danger Signals in a Small Store
142	Steps in Meeting Your Tax Obligations
143	Factors in Considering a Shopping Center Location
144	Getting the Facts for Income Tax Reporting
145	Personal Qualities Needed to Manage a Store
146	Budgeting in a Small Service Firm
147	Sound Cash Management and Borrowing
148	Insurance Checklist for Small Business
149	Computers for Small Business - Service Bureau or Time Sharing?
150	Business Plan for Retailers
151	Preventing Embezzlement
152	Using a Traffic Study To Select a Retail Site
153	Business Plan for Small Service Firms
154	Using Census Data to Select a Store Site
155	Keeping Records in Small Business
156	Marketing Checklist for Small Retailers
157	Efficient Lighting in Small Stores
158	A Pricing Checklist for Small Retailers
159	Improving Personal Selling in Small Retail Stores
160	Advertising Guidelines for Small Retail Firms
161	Signs and Your Business

Small Business Bibliographies

These leaflets furnish reference sources for individual types of businesses.

Numbers	Title
1	Handicrafts
2	Home Businesses
3	Selling by Mail Order
9	Marketing Research Procedures
10	Retailing
12	Statistics and Maps for National Markey Analysis
13	National Directories for Use in Marketing
14	The Nursery Business
15	Recordkeeping Systems - Small Store and Service Trade

Numbers	Title
18	Basic Library Reference Sources
20	Advertising - Retail Store
24	Food Stores
29	National Mailing-List Houses
31	Retail Credit and Collections
33	Drugstores
37	Buying for Retail Stores
41	Mobile Homes Parks
42	Bookstores
50	Apparel and Accessories for Women, Misses, and Children
51	Trucking and Cartage
53	Hobby Shops
55	Wholesaling
56	Training Commercial Salesmen
58	Automation for Small Offices
64	Photographic Dealers and Studios
66	Motels
67	Manufacturers' Sales Representative
69	Machine Shop - Job Type
72	Personnel Management
75	Inventory Management
77	Tourism and Outdoor Recreation
78	Recreation Vehicles
79	Small Store Planning and Design
80	Data Processing for Small Businesses
85	Purchasing for Owners of Small Plants
86	Training for Small Business
87	Financial Management
88	Manufacturing Management
89	Marketing for Small Business

For-Sale Booklets

The management assistance booklets on this list are published by the Small Business Administration and are sold by the Superintendent of Documents, not by the Small Business Administration.

HOW TO ORDER from the SUPERINTENDENT OF DOCUMENTS: Order the publications by stock number and title. Send with your check, or money order to the Superintendent of Documentation, Government Printing Office, Washington, D.C. 20402. Make check or money order payable to the Superintendent of Documents. Do not send postage stamps or cash. These booklets are NOT SOLD by the Small Business Administration. Prices subject to change without notice.

Small Business Management Series

The booklets in this series provide discussions of special management problems in small companies.

No.	Stock No.	Pages	Price
1. - An Employee Suggestion System for Small Companies Explains the basic principles for starting and operating a suggestion system. It also warns of various pitfalls and gives examples of suggestions submitted by employees.	045-000-00020-6	18	$0.45
3. - Human Relations in Small Business Discusses human relations as the subject involves finding and selecting employees, developing them, and motivating them.	045-000-00036-2	38	1.60

No.		Stock No.	Pages	Price
4. -	Improving Material Handling in Small Business A discussion of the basics of the material handling function, the method of layout workplaces, and other factors to setting up an efficient system.	045-000-00041-9	42	$0.75
7. -	Better Communications in Small Business Designed to help smaller manufacturers help themselves in winning cooperation by means of more skillful communications. It also seeks to explain how communications within the firm can improve operating efficiency and competitive strength.	045-000-00102-4	37	0.75
9. -	Cost Accounting for Small Manufacturers Stresses the importance of determining and recording costs accurately. Designed for small manufacturers and their accountants. Diagrams, flow charts, and illustrations are included to make the material easier to use.	045-000-00115-6	163	1.60
15. -	Handbook of Small Business Finance Written for the small businessman who wants to improve his financial-management skills. Indicates the major areas of financial management and describes a few of the many techniques that can help the small businessman.	045-000-00139-3	63	0.75

No.	Stock No.	Pages	Price
20. - Ration Analysis for Small Business Ratio analysis is the process of determining the relationships between certain financial or operating data of a business to provide a basis for managerial control. The purpose of the booklet is to help the owner/manager in detecting favorable or unfavorable trends in his business	045-000-00150-4	65	$1.80
21. - Profitable Small Plant Layout Help for the small business owner who is in the predicament of rising costs on finished goods, decreasing net profits, and lowered production because of the lack of economical and orderly movement of production materials from one process to another throughout the shop.	045-000-00029-0	48	0.80
22. - Practical Business Use of Government Statistics Illustrates some practical use of Federal Government statistics, discusses what can be done with them, and describes major reference sources.	045-000-00131-8	28	0.55
25. - Guides for Profit Planning Guides for computing and using the break-even point, the level of gross profit, and the rate of return on investment. Designed for readers who have no specialized training in accounting and economics.	045-000-00137-7	59	0.85

No.		Stock No.	Pages	Price
26. -	Personnel Management Guides for Small Business An introduction to the various aspects of personnel management as they apply to small firms.	045-000-00126-1	79	$1.10
27. -	Profitable Community Relations for Small Business Practical information on how to build and maintain sound community relations by participation in community affairs.	045-000-00033-8	36	0.70
28. -	Small Business and Government Research and Development An introduction for owners of small research and development firms that seek Government R and D contracts. Includes a discussion of the procedures necessary to locate and interest Government markets.	045-000-00130-0	41	0.75
29. -	Management Audit for Small Manufacturers A series of questions which will indicate whether the owner-manager of a small manufacturing plant is planning, organizing, directing, and coordinating his business activities efficiently.	045-000-00035-4	58	0.75
30. -	Insurance and Risk Management for Small Business A discussion of what insurance is, the necessity of obtaining professional advice on buying insurance, and the main types of insurance a small business may need.	045-000-00037-1	72	1.90

No.		Stock No.	Pages	Price
31. -	Management Audit for Small Retailers Designed to meet the needs of the owner-manager of a small retail enterprise. 149 questions guide the owner-manager in an examination of himself and his business operation.	045-000-00149-1	50	$1.80
32. -	Financial Recordkeeping for Small Stores Written primarily for the small store owner or prospective owner whose business doesn't justify hiring a full-time bookkeeper.	045-000-00142-3	135	1.55
33. -	Small Store Planning for Growth A discussion of the nature of growth, the management skills needed, and some techniques for use in promoting growth. Included is a consideration of merchandising, advertising and display, and checklists for increases in transactions and gross margins.	045-000-00039-7	99	1.80
35. -	Franchise Index/Profile Presents an evaluation process that may be used to investigate franchise opportunities. The Index tells what to look for in a franchise. The Profile is worksheet for listing the data.	045-000-00125-3	56	1.70

No.		Stock No.	Pages	Price
36. -	Training Salesmen to Serve Industrial Markets Discusses role of sales in marketing program of small manufacturer and offers suggestions for salesmen to use in servicing customers. Provides material to use in training programs.	045-000-00133-4	85	$1.15
37. -	Financial Control by Time-Absorption Analysis A profit control technique that can be used by all types of business. A step-by-step approach shows how to establish this method in a particular business.	045-000-00134-2	138	1.60
38. -	Management Audit for Small Service Firms A do-it-yourself guide for owner-managers of small service firms to help them evaluate and improve their operations. Brief comments explain the importance of each question in 13 critical management areas.	045-000-00143-1	67	0.90
39. -	Decision Points in Developing New Products Provides a path from idea to marketing plan for the small manufacturing or R&D firm that wants to expand or develop a business around a new product, process, or invention.	045-000-00146-6	64	0.90

Starting and Managing Series

This series is designed to help the small entrepreneur in his effort "to look before he leaps" into a business. The first booklet deals with the subject in general terms. Each of the other booklets deal in detail with one type of business.

No.		Stock No.	Pages	Price
1. -	Starting and Managing a a Small Business of Your Own	045-000-00123-7	97	$1.35
3. -	Starting and Managing a Service Station	045-000-00067-2	80	1.15
12. -	Starting and Managing a Small Dry Cleaning Business	045-000-00058-3	80	0.95
14. -	Starting and Managing a Carwash	045-000-00060-5	76	1.10
18. -	Starting and Managing a Retail Flower Shop	045-000-00064-8	121	1.20
19. -	Starting and Managing a Pet Shop	045-000-00065-6	40	0.75
20. -	Starting and Managing a Small Retail Music Store	045-000-00107-5	81	1.30
21. -	Starting and Managing a Small Retail Jewelry Store	045-000-00099-1	78	0.90
22. -	Starting and Managing an Employment Agency	045-000-00109-1	118	1.30
23. -	Starting and Managing a Small Drive-In Restaurant	045-000-00113-0	65	0.90
24. -	Starting and Managing a Small Shoestore	045-000-00127-0	104	1.35

Nonseries Publications

	Stock No.	Pages	Price
Export Marketing for Smaller Firms A manual for owner-managers of smaller firms who seek sales in foreign markets.	045-000-00112-1	134	$1.65

	Stock No.	Pages	Price
U.S. Government Purchasing and Sales Directory A directory for businesses that are interested in selling to the U.S. Government. Lists the purchasing needs of various agencies.	045-000-00118-1	169	$2.35
Managing for Profits Ten chapters on various aspects of small business management, for example, marketing, production, and credit.	045-000-00005-2	170	1.90
Buying and Selling a Small Business Deals with the problems that confront buyers and sellers of small businesses. Discusses the buy-sell transaction, sources of information for buyer-seller decision, the buy-sell process, using financial statements in the buy-sell transaction, and analyzing the market position of the company.	045-000-00003-6	122	1.60
Strengthening Small Business Management Twenty-one chapters on small business management. This collection reflects the experience which the author gained in a lifetime of work with the small business community.	045-000-00114-8	158	2.25

Small Business Administration Office Addresses

Boston	Massachusetts 02114, 150 Causeway St.
Holyoke	Massachusetts 01040, 302 High St.
Augusta	Maine 04330, 40 Western Ave., Room 512
Concord	New Hampshire 03301, 55 Pleasant St.
Hartford	Connecticut 01603, One Financial Plaza
Montpelier	Vermont 05602, 87 State St., P. O. Box 605
Providence	Rhode Island 02903, 57 Eddy St.
New York	New York 10007, 26 Federal Plaza, Room 3214
Albany	New York 12207, Twin Towers Bldg., Room 922
Elmira	New York 14904, 180 State St., Room 412
Hato Rey	Puerto Rico 00918, Federal Office Building, Carlos Chardon Avenue
Newark	New Jersey 07102, 970 Broad St., Room 1635
Camden	New Jersey 08104, East David St.
Syracuse	New York 13202, 100 South Clinton St., Room 1073
Buffalo	New York 14202, 111 West Huron St.
St. Thomas	Virgin Islands 00801, Franklin Building
Philadelphia	Bala Cynwyd, Pennsylvania 19004, One Bala Cynwyd Plaza
Harrisburg	Pennsylvania 17108, 1500 North Second St.
Wilkes-Barre	Pennsylvania 18702, 20 North Pennsylvania Ave.
Baltimore	Towson, Maryland 21204, 7800 York Rd.
Wilmington	Delaware 19801, 844 King St.
Clarksburg	West Virginia 26301, 109 N. 3rd St.
Charleston	West Virginia 25301, Charleston National Plaza, Suite 628
Pittsburgh	Pennsylvania 15222, 1000 Liberty Ave.
Richmond	Virginia 23240, 400 N. 8th St., Room 3015
Washington	D.C. 20417, 1030 15th St., N.W., Suite 250
Atlanta	Georgia 30309, 1720 Peachtree Rd., N.W., Suite 600
Biloxi	Mississippi 39530, 111 Fred Haise Blvd.
Birmingham	Alabama 35205, 908 South 20th St.
Charlotte	North Carolina 28202, 230 S. Tryon St., Suite 700
Greenville	North Carolina 27834, 215 S. Evans St.
Columbia	South Carolina 29201, 1801 Assembly St.
Coral Gables	Florida 33134, 2222 Ponce de Leon Blvd.
Jackson	Mississippi 39201, 200 E. Pascagoula St.
Jacksonville	Florida 32202, 400 W. Bay St.
West Palm Bch.	Florida 33402, 701 Clematis St.
Tampa	Florida 33607, 1802 N. Trask St., Suite 203
Louisville	Kentucky 40202, 600 Federal Place, Room 188
Nashville	Tennessee 37219, 404 James Robertson Pkwy, Suite 1012
Knoxville	Tennessee 37902, 502 S. Gay St., Room 307
Memphis	Tennessee 38103, 167 N. Main St.

Chicago	Illinois 60604, 219 S. Dearborn St.
Springfield	Illinois 62701, 1 N. Old State Capitol Plaza
Cleveland	Ohio 44199, 1240 E. 9th St., Room 317
Columbus	Ohio 43215, 34 No. High St.
Cincinnati	Ohio 45202, 550 Main St., Room 5524
Detroit	Michigan 48226, 477 Michigan Ave.
Marquette	Michigan 49885, 540 W. Kaye Ave.
Indianapolis	Indiana 46204, 575 N. Pennsylvania St.
Madison	Wisconsin 53703, 122 W. Washington Ave., Room 713
Milwaukee	Wisconsin 53233, 735 W. Wisconsin Ave.
Eau Claire	Wisconsin 54701, 500 South Barstow St., Room B9AA
Minneapolis	Minnesota 55402, 12 S. Sixth St.

Dallas	Texas 75202, 1100 Commerce St.
Albuquerque	New Mexico 87110, 5000 Marble Ave., NE
Houston	Texas 77002, 1 Allen Ctr., Suite 705
Little Rock	Arkansas 72201, 611 Gaines St., P. O. Box 1401
Lubbock	Texas 79401, 1205 Texas Avenue
El Paso	Texas 79902, 4100 Rio Bravo, Suite 300
Lower Rio Grande Valley	Harlingen, Texas 78550, 222 E. Van Buren, Suite 500
Corpus Christi	Texas 78408, 3105 Leopard St., P. O. Box 9253

Marshall	Texas 75670, 100 S. Washington St., Room G12
New Orleans	Louisiana 70113, 1001 Howard Ave.
Shreveport	Louisiana 71163, 500 Fannin St.
Oklahoma City	Oklahoma 73102, 200 NW 5th St.
San Antonio	Texas 78206, 727 E. Durango, Room A-513

Kansas City	Missouri 64106, 1150 Grand Ave.
Des Moines	Iowa 50309, 210 Walnut St.
Omaha	Nebraska 68102, Nineteenth & Farnam Sts.
St. Louis	Missouri 63101, Mercantile Tower, Suite 2500
Wichita	Kansas 67202, 110 E. Waterman St.

Denver	Colorado 80202, 721 19th St., Room 407
Casper	Wyoming 82601, 100 E. B St., Room 4001
Fargo	North Dakota 58102, 653 2nd Ave., N., Room 218
Helena	Montana 59601, 613 Helena Ave., P. O. Box 1690
Salt Lake City	Utah 84138, 125 S. State St., Room 2237
Rapid City	South Dakota 57701, 515 9th St.
Sioux Falls	South Dakota 57102, 8th & Main Ave.

San Francisco	California 94105, 211 Main St.
Fresno	California 93721, 1130 O St., Room 4015
Sacramento	California 95825, 2800 Cottage Way
Honolulu	Hawaii 96813, 1149 Bethel St., Room 402
Agana	Guam 96910, Ada Plaza Center Bldg., P. O. Box 927
Los Angeles	California 90071, 350 S. Figueroa St.

Las Vegas	Nevada 89101, 301 East Stewart
Reno	Nevada 89504, 300 Booth St.
Phoenix	Arizona 85004, 112 N. Central Ave.
San Diego	California 92188, 880 Front St.
Seattle	Washington 98174, 915 Second Ave.
Anchorage	Alaska 99501, 1016 W. Sixth Ave., Suite 200
Fairbanks	Alaska 99701, 501½ Second Ave.
Boise	Idaho 83701, 216 N. 8th St., P. O. Box 2618
Portland	Oregon 97204, 1220 S. West Third Ave.
Spokane	Washington 99120, Courthouse Bldg., Room 651, P. O. Box 2167

C. PERIODICALS -- BUSINESS AND PROFESSIONAL

General business magazines, trade papers, and professional journals have some articles on consumer credit. The following listings are examples.

For a list of periodicals by subject (title), consult Ulrich's International Periodicals Directory of Standard Business Rates and Data. For a list by geographical area (publisher's location), consult N.W. Ayer and Son's Directory of Newspapers and Periodicals. Most Libraries have directories and some selected periodicals available for reference.

American Banker. Daily, except Sat., Sun., and holidays. $85 a year; 55¢ a copy. American Banker, Inc., 67 Pearl St., New York, NY 10004.

Bankers Monthly. $6 a year; 75¢ a copy. Rand McNally & Co., P. O. Box 7600, Chicago, IL 60680.

The Collector. Monthly. $8 a year. American Collectors Association, Inc., 5011 Ewing Ave., South, Minneapolis, MN 55410.

Commercial and Financial Chronicle. Semiweekly: Monday (statistical edition), $2 a copy; Thursday (news edition) 75¢ a copy. $90 a year. William B. Dana Co., 25 Park Pl., New York, NY 10007.

Primarily a financial and stock market but also contains articles on retail credit and collections.

Consumer Finance News. Monthly. $2.50 a year. National Consumer Finance Association, 1000 16th St., N.W., Washington, D.C. 20036.

Consumer Trends. 24 issues a year. $25 a year. Consumer Trends, Inc., 375 Jackson Ave., St. Louis, MO 63130.

Credit and Financial Management. Monthly $5 a year; 50¢ a copy. National Association of Credit Management, 44 East 23rd St., New York, NY 10010.

Has special features and articles on finance and credit.

Credit Union Magazine. Monthly. $3 a year; 30¢ a copy. CUNA International, Inc., P. O. Box 431, Madison, WI 53701.

Credit World. Monthly. $6 a year. Nonmember subscriptions are sent to selected recipients such as libraries. International Consumer Credit Association, 375 Jackson Ave., St. Louis, MO 63130.

Delinquency Survey on Installment Loans. Monthly. Write direct for price. Installment Commission, American Bankers Association, 90 Park Ave., New York, NY 10016.

Dun's Review. Monthly. $7 a year; $1 a copy. Dun & Bradstreet Publications Corp., P. O. Box 3088, Grand Central Station, New York, NY 10017.

Financial Executive. Monthly. $10 a year, $1 a copy. Financial Executive Institute, 50 West 44th St., New York, NY 10036.

Harvard Business Review. Bimonthly. $10 a year. Harvard Graduate School of Business Administration, Soldiers Field, Boston, MA 02163.

Industrial Banker. Monthly. $6 a year; 50¢ a copy. American Industrial Association, 1629 K St., N.W., Washington, D.C. 20006.

Installment Retailing. Bimonthly. $10 a year. Installment Retailing, Inc., 80 3rd Ave., New York, NY 10022.

Journal of Accountancy. Monthly. $10 a year; $1 a copy. American Institute of Certified Public Accountants, 666 Fifth Ave., New York, NY 10019.

Journal of Consumer Credit Management. Quarterly. $8 a year; $2 a copy. Society of Certified Consumer Credit Executives, 7405 University Drive, St. Louis, MO 63130.

Journal of Finance. Quarterly. $5 a year. American Finance Association, The Graduate School of Business Administration, New York University, 100 Trinity Place, New York, NY 10006.

Journal of Marketing. Quarterly. $12 a year; $3.50 a copy. American Marketing Association, 230 North Michigan Ave., Chicago, IL 60601.

Journal of Retailing. Quarterly. $3.50 a year. School of Retailing, New York University, 100 Washington Square, New York, NY 10003.

Journal of Taxation. Monthly. $18 a year. The Journal of Taxation, Inc., 147 East 50th St., New York, NY 10022.

Sales Management. Semimonthly. $12 a year; 75¢ a copy, except for special issues. Write direct for further information. Sales Management, Inc., 630 Third Ave., New York, NY 10017.

Stores. Monthly, except July and August are combined. $8 a year; $1 a copy. National Retail Merchants Association, 100 West 31st St., New York, NY 10001.

D. NATIONAL TRADE ASSOCIATIONS

Trade associations publish a wealth of information on sales, operating expenses, profits, and financial performance of stores by geographical area. Data in summary form is often available for 5-year periods or longer. Many associations compile sales by department in order to enable the owners to compare the productivity of their departments with that of similar departments of stores located in other parts of the same geographical area. Compensation data on hours worked, salaries and wages paid, and number of persons employed are usually shown also. These statistics provide an excellent source of operating ratios.

Additional information may be obtained from the American Society of Association Executives, 2011 I St., N.W., Washington, D.C. 20006 or the Trade Association Division, Chamber of Commerce of the United States, 1615 H St., N.W., Washington, D.C. 10016.

Write direct for information on membership and availability of publications on activities.

Air-Conditioning & Refrigeration Wholesalers, 22371 Newman Ave., Dearborn, Michigan 48124.

Air Transport Assoc. of America, 1000 Connecticut Ave., N.W., Washington, D.C. 20036.

American Bankers Assoc., 90 Park Ave., New York, New York 10016.

American Book Publishers Council, One Park Ave., New York, New York 10016.

American Booksellers Assoc., 175 Fifth Ave., New York, New York 10010.

American Carpet Institute, 350 Fifth Ave., New York, New York 10001.

American Institute of Laundering, Doris & Chicago Aves., Joliet, Illinois 60433.

American Institute of Supply Associations, 1505 22nd Street, N.W., Washington, D.C. 20037.

American Meat Institute, 59 E. Van Buren St., Chicago, Illinois 60605.

American Paper Institute, 260 Madison Ave., New York, New York 10016.

American Society of Association Executives, 2000 K Street, N.W.,
Washington, D.C. 20006.

American Electric Assoc., 16223 Meyers St., Detroit, Michigan 48235.

American Supply Assoc., 221 N. LaSalle St., Chicago, Illinois 60601.

Automotive Service Industry Assoc., 230 N. Michigan Ave., Chicago,
Illinois 60601.

Bowling Proprietors' Assoc. of America, Inc., West Higgens Road, Hoffman
Estates, Illinois 60172.

Florists' Telegraph Delivery Assoc., 900 West Lafayette Blvd., Detroit,
Michigan 48226.

Food Service Equipment Industry, Inc., 332 S. Michigan Ave., Chicago,
Illinois 60604.

Laundry & Cleaners Allied Trades Assoc., 1180 Raymond Blvd., Newark,
New Jersey 07102.

Material Handling Equipment Distributors Assoc., 20 N. Wacker Drive,
Chicago, Illinois 60616.

Mechanical Contractors Assoc. of America, 666 Third Ave., Suite 1464,
New York, New York 10017.

Menswear Retailers of America, 390 National Press Bldg., Washington,
D.C. 20004.

Motor & Equipment Manufacturers Assoc., 250 W. 57th St., New York,
New York 10019.

National-American Wholesale Lumber Assoc., 180 Madison Ave., New York,
New York 10016.

National Appliance & Radio-TV Dealers Assoc., 1319 Merchandise Mart,
Chicago, Illinois 60654.

National Assoc. of Accountants, 525 Park Ave., New York, New York 10022.

National Assoc. of Building Owners & Managers, 134 S. LaSalle, St.,
Chicago, Illinois 60603.

National Assoc. of Electrical Distributors, 600 Madison Ave., New York,
New York 10022.

National Assoc. of Food Chains, 1725 I St., N.W., Washington, D.C. 20006.

National Assoc. of Furniture Manufacturers, 666 N. Lake Shore Drive,
Chicago, Illinois 60611.

National Assoc. of Insurance Agents, 96 Fulton St., New York, New York
10030.

National Assoc. of Music Merchants, Inc., 222 W. Adams St., Chicago,
Illinois 60606.

National Assoc. of Plastic Distributors, 2217 Tribune Tower, Chicago,
Illinois 60611.

National Assoc. of Retail Grocers of the United States, 360 North Michigan
Ave., Chicago, Illinois 60601.

National Assoc. of Textile and Apparel Wholesalers, 350 Fifth Ave.,
New York, New York 10001.

National Assoc. of Tobacco Distributors, 360 Lexington Ave., New York,
New York 10017.

National Automatic Merchandising Assoc., 7 S. Dearborn St., Chicago,
Illinois 60603.

National Beer Wholesalers' Assoc. of America, 6310 N. Cicero Ave., Chicago,
Illinois 60646.

National Builders' Hardware Assoc., 1290 Avenue of the Americas, New York,
New York 10019.

National Electrical Contractors Assoc., 1200 18th St., N.W., Washington,
D.C. 20036.

National Electrical Manufacturers Assoc., 155 East 44th St., New York,
New York 10017.

National Farm and Power Equipment Dealers Assoc., 2340 Hampton Ave.,
St. Louis, Missouri 63130.

National Home Furnishing Assoc., 1150 Merchandise Mart, Chicago,
Illinois 60654.

National Kitchen Cabinet Assoc., 918 Commonwealth Building, 674 South
Fourth St., Louisville, Kentucky 40204.

National Lumber & Building Material Dealers Assoc., Ring Building,
Washington, D.C. 20036.

National Office Products Assoc., Investment Building, 1511 K St., N.W., Washington, D.C. 20015.

National Machine Tool Builders Assoc., 2071 E. 102nd St., Cleveland, Ohio 44106.

National Oil Jobbers Council, 1001 Connecticut Ave., N.W., Washington, D.C. 20036.

National Paper Box Manufacturers Association, 121 N. Broad St., Suite 910, Philadelphia, Pennsylvania 19107.

National Paper Trade Assoc., 220 E. 42nd St., New York, New York 10017.

National Parking Assoc., 1101 17th St., N.W., Washington, D.C. 20036.

National Restaurant Assoc., 1530 N. Lake Shore Drive, Chicago, Illinois 60610.

National Retail Furniture Assoc., 1150 Merchandise Mart Plaza, Chicago, Illinois 60654.

National Retail Hardware Assoc., 964 N. Pennsylvania Ave., Indianapolis, Indiana 46204.

National Retail Merchants Assoc., 100 W. 31st St., New York, New York 10001.

National Shoe Retailers Assoc., 200 Madison Ave., New York, New York 10016.

National Sporting Goods Assoc., 23 E. Jackson Blvd., Chicago, Illinois 60604.

National Stationery and Office Equipment Assoc., Investment Building, 1511 K St., N.W., Washington, D.C. 20005.

National Tire Dealers and Retreaders Assoc., 1343 L St., N.W., Washington, D.C. 20005.

National Wholesale Druggists' Assoc., 220 E. 42nd St., New York, New York 10017.

National Wholesale Jewelers Assoc., 1900 Arch St., Philadelphia, Pennsylvania 19103.

National Wholesale Hardware Assoc., 1900 Arch St., Philadelphia, Pennsylvania 19103.

Northamerican Heating & Airconditioning Wholesalers Assoc., 1200 West Fifth Ave., Columbus, Ohio 43212.

Optical Wholesalers Assoc., 222 W. Adams St., Chicago, Illinois 60606.

Paint & Wallpaper Assoc. of America, 7935 Clayton Rd., St. Louis, Missouri 63117.

Petroleum Equipment Institute, 525 Dowell Bldg., Tulsa, Oklahoma 74114.

Printing Industries of America, 711 14th St., N.W., Washington, D.C., 20005.

Robert Morris Associates, Philadelphia National Bank Building, Philadelphia, Pennsylvania 19107.

Scientific Apparatus Makers Assoc., 20 N. Wacker Drive, Chicago, Illinois 60606.

Shoe Service Institute of America, 222 W. Adams St., Chicago, Illinois 60606.

Super Market Institute, Inc., 200 E. Ontario Street, Chicago, Illinois 60611.

United Fresh Fruit & Vegetable Assoc., 777 14th St., N.W., Washington, D.C. 20005.

United States Wholesale Grocers' Assoc., 1511 K Street, N.W., Washington, D.C. 20005.

Urban Land Institute, 1200 18th St., N.W., Washington, D.C. 20036.

Wine and Spirits Wholesalers of America, 319 N. Fourth St., St. Louis, Missouri 63102.

MINDING YOUR OWN SMALL BUSINESS

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This bibliography is designed to be a comprehensive compilation of materials in small business ownership and management for use by students, teachers, researchers, businesspeople, and the general public.

SEARCH STRATEGY

In order to cull the relevant source material from the disparate information sources to be searched, a list of descriptors relating to small business was compiled. This list included all aspects of starting, running, and stopping a business. Because of the need to use such broad categories as planning, management, communications, etc, much of the material retrieved did not relate to small business per se. This unrelated material was eliminated from the final bibliography in order to make the listing a realistic reflection of the available sources on small business.

To make this a working bibliography, the following limitations were specified prior to the search: exclusion of most books dated before 1960, periodicals dated before 1970, highly theoretical treatises, works on international business or world economics, obscure or hard-to-obtain publications, works on high technology firms or organizations, and works dealing exclusively with the problem of minority-owned business.

Once the descriptors and limitations were determined, an evaluation form for use by the bibliographers was devised. Each publication was evaluated as to practicality, availability, general appeal to student and general appeal to teacher. The Smog Index was used on several typical publications in order to determine reading level.

The following information sources were used during the bibliographic search: the libraries of George Washington University, the University of Maryland, American University, and Georgetown University; the Small Business Administration; U.S. Department of Commerce; National Institute of Education; National Alliance of Businessmen; U.S. Chamber of Commerce; and the Library of Congress.

As often as possible, only those materials readily available to the general public, and particularly to the school population, were included in the final bibliography.

Besides books and periodicals, a search of available films relating to small business was made. These, too, were evaluated on the basis of availability, practicality, and appeal. Also included were the length of the film, year of release, distributor, and sale price and/or rental fee.

The SBA 16mm sound/color films listed in the bibliography are for use in training sessions for present and prospective small business owners cosponsored by SBA and educational institutions, government agencies, business firms, local business groups, Chambers of Commerce, or other organizations. Cosponsors may schedule the films through SBA field office Management Assistance Officers with whom they work on the cosponsored training.

Because of the limited number of film prints and the heavy demand for them, they are available on a loan basis only for cosponsored management training sessions for present and prospective small business owners.

A search of all existing curriculum materials in the field of small business ownership and management was also conducted. This was accomplished by an ERIC serach of educational journals and through contacts with the departments of education of each of the fifty states and the District of Columbia.

ORGANIZATION

The bibliography is organized under three major categories: The Environment of Small Business, Managing a Small Business, and Curricula. Each of these categories has been subdivided into discrete topical areas, encompassing, as a whole, the major aspects of small business ownership and management. This organization has made it possible to include each bibliographic item, with minor exceptions, under only one heading.

Finally, two charts were compiled for ease of accessibility to information on the listings in the bibliography. The chart entitled "Books, Periodicals, and Films on Small Business Ownership and Management" covers content area, grade level, evaluation of appeal to both teacher and student, and practicality. The chart entitled "Curricula on Small Business Ownership and Management" covers completeness (with respect to the five major aspects of curriculum development: objectives, content, learning experiences and teaching strategies, teaching aids, and evaluation), extent and means of validation, where or by whom it was validated, sources of funds for development, availability, and cost.

THE ENVIRONMENT OF SMALL BUSINESS

This section of the bibliography focuses on what small business actually is -- definitions of small business, the role of small business in the U.S. economy, small business success and failure, and the social responsibility and community relations of small business.

SMALL BUSINESS DEFINED

What is small business? What are the characteristics that set it apart from business in general and big business in particular? The materials described in this section attempt to answer these questions.

Books and Periodicals

Bunzell, John H. The American Small Businessman. Alfred Knopf, Westminister, 1962.

Intended to be a "suggestive," rather than a definitive, comment on "empirical realities" characterizing small business. Somewhat dated but good expression of ideology (ch. 3) and "spirit" of small business. A sociological-historical essay on small businesspersons, the myths surrounding small business, the beliefs of small businesspersons, their reactions to the realities of running their small businesses. A good perspective.

"Smallness Can be an Advantage." Stores. May, 1972.

"Small" is not too small (100 employees): advantages in training, communications, etc.

U.S. Chamber of Commerce Committee on Economic Policy. Small Business - Its Role and Its Problems. Washington, D.C., 1962.

What business officially thinks about small business. Its main problems are seen as inadequate management advising and high progressive tax structure.

Films

Russell, David. What is Business? Bryant & Stratton Vocational Aids, 1973.

Rod Serling narrates this well-done short introduction to business, and his narration is like the film itself, not too aggressive, and more suggestive than overloaded with facts. The business most frequently in the film is a small hip shop selling leather goods and some clothes. The owner is shown in several types of activity, such as realizing that he cannot both get much leather work done and tend shop at the same time; hiring another person; seeing that dresses he has purchased are not moving well and deciding to clear them with a sale; and getting a perspective on his business through examination of his accounts. By the end of the film he has been so successful that he and his worker will have to work overtime to get his orders done. The parallel parts of the film dealing with big business deal with the same problems on a larger scale, touching on personnel, advertising, long-range ordering and planning, and even profits, examplified by a woman receiving a $100 bonus in her paycheck for a useful suggestion. The film follows a pattern of shifting back and forth between the various businesses shown in the film during the narration of a particular concept. The camera work and production are so skillful that the acting in the film is hardly apparent, and as a result, this film is very believable.

SMALL BUSINESS SUCCESS AND FAILURE

Publications included here cover definitions and characteristics of small business success and failure as well as statistical information on these topics.

Books and Periodicals

Arizona State University. Patterns of Success for Small Businesses in Arizona. SBA, Tempe, 1962.

Eight different small businesses are reviewed under the headings of: Summary, Introduction, Entering the Business, Physical Facilities, Operating Methods, Operating Results - Profit and Loss, Comparisons and Conclusions. These are interesting case studies of actual small businesses and the factors influencing their success.

Cahill, Jane. Can A Smaller Store Succeed? Fairchild, New York, 1966.

A coverage of the environment in which "fashion type" small businesses operate.and an appraisal of their ability to survive given a set of specific circumstances, i.e., amount of money invested, location, stock, etc.

Clarke, Philip. Small Businesses: How They Survive and Succeed. Harper and Row, North Pomfret, 1973.

The usefulness of this book may be limited since it was published in Great Britain - generally for a British market. The author's emphasis on the creative thinking necessary in a small business is well-presented.

Dun & Bradstreet. The Failure Record Through 1970. Dun & Bradstreet, New York, 1971.

A summary of statistics on failures through 1970. Categorizes failures by size of liability, by specific retail and wholesale lines (e.g., eating and drinking places high in failures, drug and hardware stores low), by age of business, by underlying and apparent causes. Figures are skewed (low) because failure is defined as action involving loss to creditors.

Goodpasture, Bruce. Danger Signals in a Small Store. SBA Small Marketers Aid #141. SBA-GPO, Washington, D.C., 1970.

This SBA publication discusses the danger signals concerning customers, displays and merchandise, buying and selling, employees, money, records.

Hoad, William and Rosko, Peter. Management Factors Contributing to the Success or Failure of New Small Manufacturers. Bureau of Business Resources. University of Michigan, Ann Arbor, 1964.

This study, financed by a grant from the Small Business Administration, examines the characteristics of new small manufacturers in relation to subsequent success or failure, in order to determine which characteristics generally accompany success.

Levinson, Robert E. Six Methods for Success in a Small Store. SBA, Washington, D.C., 1973.

A brief discussion of six methods for increasing a store's potential for success.

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Mayer and Goldstein. The First Two Years: Problems of Small Firm Growth and Survival. SBA, Washington, D.C., 1961.

A review of those factors that influence the success and failure of small businesses.

Proxmire, Senator William. Can Small Business Survive? Henry Regnery Co., Chicago, 1964.

A discussion of small business problems and how to get around them. Fairly good guide to resources (government, trade associations, etc.). Complete with quotes from small businesspersons.

Ringstrom, N. H. Case Studies in Business Success and Failure. Oklahoma State University, Stillwater, 1962.

A study which attempts to go beyond the usual large categories (manager inexperience, competition, etc.) given for failure. Concentrates on furniture and appliance-retailers and construction contractors.

"Slowdown Creeps up on the Small Stores." Business Week. July 19, 1969.

Realistic reading on how economic slowdown influences small (as opposed to large) retail stores.

U.S. Senate. Small Business Failures Report. GPO, Washington, D.C., 1962.

Summary of hearings on small business failures. Statistics, detailed discussion of causes, and recommendations. The companion hearing transcripts are also interesting.

Woodruff, Archibald M. and Alexander, T.G. Success and Failure in Small Manufacturing. Greenwood Press, Westport, 1974.

Good discussion of small manufacturers' problems, including market research, poor recordkeeping, unclear objectives, excessive fixed costs. Analysis of "critical incidents" (which lead to collapse) and their underlying causes.

Films

Dun & Bradstreet. Small Business, U.S.A.: The Story of Main Street. Dun & Bradstreet, 1955.

Although no longer conveniently available through the numerous Modern Talking Picture Service outlets, this film still has some utility for a small business curriculum, given the paucity of films on the subject now available. It covers a great deal of ground in discussing in a palatable way, the numerous ingredients for success in small business, and despite its age most of these factors are just as necessary for a successful small business today as they were then. The film has a kind of narrator in a George Hester, who says he is an accountant in a small town or city. He talks about the various businesses he has seen come and go or stay on "Main Street" in the past several decades. Most of the film is comprised of "acted" situations to illustrate

SMALL BUSINESS SUCCESS AND FAILURE (cont.)

sensible or bad types of management, but also the point is repeatedly stressed that there is no single ingredient for success in small business. Dun & Bradstreet makes its entrance into the film in the form of a Dun & Bradstreet reporter who is evaluating the various businesses on Main Street, and he serves as a kind of objective focal point, the index being the success of the particular business. A few characters are used to represent overly traditional and bad judgment practices, but more emphasis is placed on why the grocer, druggist, and hardware store operators are successful. The narrator sums up some of the necessary components of success: merchant instinct, know-how and knowledge of the market, buying and financial skills, good record-keeping, the ability to take advice and criticism, and integrity, especially important for credit. Made when it was, the film reflects absolutely the homogeneous, white male business world of the 1950's, and the fact that it lacks a perspective necessary for more recent developments and changes in the business world (franchises, etc.) limits the use of the film. However, even after twenty years, the film contains materials unavailable in other films on small business.

SMALL BUSINESS IN OUR ECONOMY

The material contained in this section describes important economic relationships that are basic to an understanding of small business.

Furman, William A. Stones of Eden. Contemporary/McGraw-Hill Films, 1965.

The value of this film is not in its application as a small business training film, but as a simple and very beautifully done example of economic relationships in their most basic form: the peasant's subsistence economy. Stones of Eden is a beautifully photographed portrait of what it means to be part of a peasant family in a less than bountiful environment, in this case Afghanistan. The farmer and his wife are continually involved in the daily work of agriculture, cooking, etc., that is necessary to continue their lives in these conditions. Their son goes to school when he can be spared from farm work, and his parents want him to get enough of an education so that he will be able to get a job as a truck driver when he is older. One of the family's two cows may not last, which may put the family in financial difficulties. Although crop and field rotation is practiced, the soil is so poor that the yield is very small, and there is no way to fertilize the fields within the means of the family. When the cow dies, the farmer, who must have two in order to plow the fields, goes to one of the area's noblemen to borrow against his harvest to purchase another cow. The Koran forbids usury, so instead of charging interest, the noble loans him the money, which the farmer will pay back in bushels of wheat, at half the market value of his crop. The viewer is left with a feeling of emptiness at the seeming endlessness of this cycle, if no change in social relationships, no influx of capital, or no scientific and technological innovations are provided. Although this film has little practical application, it is intrinsically interesting, and its value is perhaps in its implications: the things that are missing, the things we take for granted.

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COMMUNITY RELATIONS AND SOCIAL RESPONSIBILITY OF SMALL BUSINESS

Publications included in this section deal with society's increased awareness of business responsibility and the interdependence of small businesses and their communities.

Books and Periodicals

Brown, James K. Social Responsibility and the Smaller Company: Some Perspectives. The Conference Board, New York, 1972.

A quick (appropriate for high school students) coverage of social responsibility and the smaller firm - what social responsibility is, its validity, the difficulty of the small business in meeting its obligations. Written definitions of corporate social responsibility are given.

"Consumers Battle at Grass Roots." Business Week. Feb. 26, 1972, p. 86.

Discusses local consumer action groups which deal more effectively with local problems than does national legislation.

Cravens and Hills. "Consumerism: A Perspective for Business." Business Horizons. 13:21-28, 1970.

Discusses gaining an understanding of consumer behavior through involvement in consumer affairs and appropriate marketing strategy. Also treats the nature, origins and scope of consumerism.

Garrett, Thomas M. Business Ethics. Appleton-Century Crofts, Prentice-Hall, Englewood Cliffs, 1966.

This book was designed for use in business school courses and in-company training programs. It is an introductory book intended to supply a minimum framework of business ethics and a method of analyzing ethical problems faced by businesspeople.

Goodman, Stanley. "The Fallen Image of Business Is Dangerous." U.S. News & World Report. Jan. 28, 1974.

This addresses the question, "How responsive is business?" and discusses possible solutions, such as more social objectives and socially responsive achievements by managers. It is an address delivered before National Retail Merchants Association, Jan. 7, 1974.

Heyne, Paul T. Private Keepers of the Public Interest. McGraw-Hill, New York, 1968.

A very realistic coverage of economic, social and ethical considerations of business' responsibility to society, especially the consumer. Treats in plain language notions of profit, conscience, competition, and ethical codes.

COMMUNITY RELATIONS AND SOCIAL RESPONSIBILITY OF SMALL BUSINESS (cont.)

Hodges, Luther H. The Business Conscience. Prentice-Hall, Englewood Cliffs, 1963.

The book uses many recent examples from the news and from the author's own experience, traces the roles of businesspersons, fair competition, public interest and the businessperson "after hours."

Howard, John A. "Don't Sell the Buyer Short." Nation's Business. 58:34-35, 1970.

This article argues that advertising no longer sways consumer decisions; that as the consumer becomes more aware, advertising as it stands loses its effectiveness.

Kaye, William G. "Take in a New Partner: The Consumer." Nation's Business. 58:54-57, 1970.

This article discusses consumer good-will, business considering the consumer, complaint mechanisms, guarantees, etc. Also covers consumer education and information.

McConkey, D.C. "Will Ecology Kill Small Business?" Business Horizons. 15:61-69, 1972.

Discusses waste utilization, government assistance, gradual phase-ins, prompt adjudication. Particular disadvantages of smallness are noted (with examples).

Miller, Robert. Profitable Community Relations for Small Business. SBA-GPO, Washington, D.C., 1961.

This booklet seeks to provide practical and pointed information on how to build and maintain sound community relations. It emphasizes the need for continuing participation in community affairs. Above all, it is intended to make managers of small business conscious of the fact that community relations is an important ingredient of business success.

Mobley, A. H. "The Truth Doesn't Really Hurt." Nation's Business. April, 1970.

Short readable essay by the President of Parade Publications on the importance of honesty in business.

Novick, D. "Cost Benefit Analysis and Social Responsibility." Business Horizons. 16:63-72, 1973.

Elementary description and examples of the basic elements of cost benefit measurement and its application.

SMALL BUSINESS PEOPLE: PERSONALITY CHARACTERISTICS

Personality characteristics have been linked to small business success. Materials in this section discuss this relationship.

Books and Periodicals

Pickle, Hal. Personality and Success. SBA-GPO, Washington, D.C., 1964.

A research study and evaluation of personal characteristics of successful small business managers. Contains a very interesting definition of small business success.

Schwartz, Irving. Personal Qualities Needed to Manage a Store. SBA Small Marketers Aid #145. SBA-GPO, Washington, D.C., 1970.

This pamphlet covers motivation of management, ability to read customers, ability to get along with people, ability to adapt to change, ability to inspire and direct, willingness to serve.

Smith, Norman Raymond. The Entrepreneur and His Firm: The Relationship between Type of Man and Type of Company. Michigan State University, East Lansing, 1967.

A technical study based on data gathered from interviews with the owners of fifty-two enterprises. The sociological background, career patterns, and business behavior of two types of entrepreneurs, the craftsman entrepreneur and the opportunistic entrepreneur, are described and related to their ways of handling their firms.

Films

Dyer, Vincent. Lloyd's Cafe. Calif. Inst. of the Arts, 1972. (24 minutes)

Shot in a cinematic style that might be considered close to "cinema verité", Lloyd's Cafe is more of a portrait than anything commonly known as a "documentary." The camera shows the cafe and its surroundings, then films and follows the people while they work. The sound track is made up of both the natural sound on location, and also taped-over interviews with the people being filmed. The owners are a retired couple who moved to Baker, California, and ended up managing this cafe and working as cook and waitress as well. Other employees are a middle-aged cook (male), a high-school-aged waitress, a young busboy, and a man who does the gas station work. All admit the isolation and unlikeliness of working at such a place and location, but all seem to have strong reasons for preferring their situation to another job: for one it's the friendliness of the people at the cafe, for another the freedom of working when he wants to, and the gas station worker admits that $1.50 an hour is not much money, but he says he has no bills to pay, free room and board as part of the job and a feeling of belonging. Near the end of the film the camera moves back to Lloyd who talks about the advantages of being small, inexpensive and unpretentious (comparing the cafe to the brightly-lit neon drive-ins down the road). The film is a bit crude in technique and something less than rigorous in pursuit of its goals, but its content and presentation seem unique in the area of small business films.

The Habit of Winning. SBA. Sales Branch, National Audiovisual Center, GSA, Washington, D.C. 20409. (29 minutes)

Jerry Kramer, the all-pro guard of the Green Bay Packers, discusses with six of his former teammates (all now successful businessmen) the Lombardi philosophy of winning and its applications to business situations. During the discussions and Kramer's summing up, answers are provided to such questions as: Is winning important? What makes a winner? Can a man turn himself around? Does the will to win endure? Is winning a habit? The Lombardi philosophy states that "running a football team is no different from running any other kind of organization -- an army, a political party, a business. The objective is to win -- fairly, squarely, decently, by the rules -- but to win." Kramer's former teammates cite examples of how the "habit of winning" applies to their business operations.

MANAGING A SMALL BUSINESS

Publications dealing with the second phase of the business life-cycle, the managing or running phase, are included in this section.

PLANNING

Planning, an essential part of the small business person's job, is discussed in the publications included here.

Books and Periodicals

Business Plan for Retailers. SBA-GPO, Washington, D.C., 1972.

A workbook guide to setting up a business plan, including questions for the businessperson to answer, and a discussion of the advantages of planning.

Minnesota, University of. The Place of Forecasting in Basic Planning for Small Business. For SBA, Minneapolis, 1961.

The contents of this book covers the need for planning in small business; how small businesses currently do both short and long-term planning.

Wheelwright, S.C. "Strategic Planning in Small Business." Business Horizons. 14:51-58, 1971.

This book covers achieving satisfactory profitability through consideration of certain characteristics of strategy-making, e.g., corporate objectives, environment, resources, management.

Wingate, John and Helfant, Seyman. Small Store Planning for Growth. SBA-GPO, Washington, D.C., 1966.

The author discusses planning methods of growth. Appendices have checklists on increasing transactions, increasing gross margin, interior arrangement, and display.

Woelfel, B. La Salle. Guides for Profit Planning. SBA-GPO, Washington, D.C., 1960.

Covers the basic areas of profit planning, i.e., break even analysis, gross profit analysis, rate of return on investment analysis, and how these areas are interrelated.

Films

The Business Plan. SBA. Sales Branch, National Audiovisual Center, GSA, Washington, D.C. 20409. (14 minutes)

This film dramatizes the need for and elements in a business plan as a management tool for successful business operation. Dialogue is mostly between the two main characters: Joe Duvan, an appliance store owner, whose business is declining because he hasn't done any planning or

PLANNING (cont.)

kept up with changes; and Frank McDuff, Joe's brother-in-law, a service writer in an automobile agency. The story opens in Joe's office. Frank tells Joe he has finished two years of small business training in night classes and is planning to open an automobile service shop. He shows Joe his business plan and enthusiastically tells why it is important. Joe is at first derisive, but later admits his own business is failing. Further discussion reveals that lack of planning has been a key factor in the decline of the business. Frank's enthusiasm, well-founded reasons for planning, and factual presentation of the main points in a business plan convince Joe that he too, needs a plan.

MANAGEMENT

This section includes materials relating to general management skills.

Books and Periodicals

Allen, Louis. Starting and Succeeding in Your Own Small Business. Grosset & Dunlap, New York, 1968.

The author, a former small businessperson, emphasizes problems, mistakes and attitudes of small business persons and discusses how to raise money, get customers, select products. Presented in a relaxed, anecdotal style.

Banks, Russell, Ed. Managing the Small Company. American Management Association, New York, 1969.

A series of readings in various aspects of small business operations -- personal, finance, advertising, etc.; best sections are those on government regulation of small business and special problems of the smaller company.

Baumback, C., Lawyer, K., and Kelley, P. How to Organize and Operate A Small Business. 5th ed. Prentice-Hall, Englewood Cliffs, 1973.

A textbook intended for use by adults (students or owners) interested in small business. Discusses small enterprises in retailing, wholesaling, manufacturing, and the service trades. Sections on the role of small business in the economy, factors needed for small business success, and management techniques.

Broom, Halsey N. and Longenecker, J. G. Small Business Management. 3rd ed. Southwestern Publishing Company, Dallas, 1966.

A college textbook which includes sections on the environment of small business, philosophy of the entrepreneur, problems of starting a new business, financial, marketing, and production management, and legal and governmental factors related to small business. Includes short (2-3 pages) cases which require analysis of financial, marketing, and organizational data.

Checklist for Going Into Business. Small Marketers Aid #71. SBA-GPO, Washington, D.C., 1961.

A simple checklist to help the prospective entrepreneur to determine his strength and weaknesses. Covers topics such as money, records, advertising, and market information.

Cohn, Theodore and Lindberg, Roy. How Management Is Different in Small Companies. American Management Association, New York, 1972.

Includes discussions by company executives of size-related differences in management. Sections on the use of information (in small companies), innovation, and personnel problems.

Dailey, Charles A. Entrepreneurial Management: Going All Out for Results. McGraw-Hill, New York, 1971.

Considers styles of management, managerial diplomacy, and "the new entrepreneur."

MANAGEMENT (cont.)

Dible, Donald M. Up Your Own Organization. Hawthorn Books, Inc. New York, 1973.

This is a very interesting, fast-paced book. A manual with some good anecdotes (success stories) and a lot of factual material (where to find training programs, lists of business periodicals, money sources, etc.). Stresses entrepreneurship: what activates a small businessperson, how to decide whether to become one, how to do it. (Good formula business plan including a section on how to select supporting professional services).

Dickson, Franklin J. Successful Management of the Small and Medium Size Business. Prentice-Hall, Inc. Englewood Cliffs, 1971.

A basic coverage of small business finance broken into four areas: how to raise long and short term capital; how to set up accurate books, effective records and profitable credit management, effective tax planning for smaller operations. This is a clear and easily read approach to these areas. Each section concludes with a short true-false test, with answers in the back of the book. Several sections include hypothetical cases to demonstrate points covered in that section.

Duncan, Delbert. Retailing: Modern Concepts and Practices. Richard Irwin, Homewood, 1970.

This is a programmed learning aid intended for college students. Good detail on store location, design, sales techniques. Emphasizes qualitative over quantitative principles.

Gilmore, Frank. "Formulating Strategy in Smaller Companies." Harvard Business Review. May-June, 1971.

Evaluation of approaches to analyzing operations. Outlines a simple, practical method of assessing position and objectives in a small business. Checklist of questions to use in formulating strategy. A six step plan to guide company management in their efforts to formulate a company strategy.

Grunewald, Donald. What You Should Know about Small Business Management. Oceana Publications, Inc., Dobbs Ferry, 1966.

This is a very basic coverage of what small business is, who is involved with it, and what actions are performed in the operation of a small business. A short and simple approach; should be excellent introductory material for the high school student.

Hoad, William M. Cases in Small Business. University of Michigan, Ann Arbor, 1968.

This book is a compilation of thirty-five cases concerning actual small businesses and their management. The products, circumstances, and people in these cases cover a wide range and illustrate the diversity of small businesses and their problems.

MANAGEMENT (cont.)

Hosmer, Windsor Arnold et al. *Small Business Management: A Casebook*. Richard Irwin, Inc., Homewood, 1966.

A book of thirty-five case studies of actual small manufacturing concerns. Also contains a section called "Notes and Readings" on such topics as the position of small business in the American economy, career opportunities in small business and financing small enterprises.

Kelley, Pearce C. et al. *How to Organize and Operate a Small Business*. 4th ed. Prentice-Hall, Englewood Cliffs, 1968.

Good outlines and checklists.

Klatt, Laurence A. *Small Business Management: Essentials of Entrepreneurship*. Wadsworth Publishing Company, Belmont, 1973.

An attempt to summarize the essential concepts and techniques related to the managerial problems of a small firm, written in nontechnical language from the utilitarian viewpoint of a present or potential businessperson. An overview -- suggested materials for in-depth treatment of particular topics given at end of each chapter. Each chapter is followed by a brief managerial incident, developed around a related management concept, problem, or practice. Three comprehensive cases are given in an appendix to give the reader a feel for the problems and practices involved in starting and managing a small business.

Lasser, J. K. *How to Run a Small Business.* McGraw-Hill, New York, 1963.

Written as a practical guide for small businesspeople who find that in addition to the "know-how" of a business, successful management requires a working knowledge of financing, accounting, insurance, office management, and other specialized business activities. Covers these topics in three sections on 1) going into business, 2) managing and operating your business and 3) management of specific business phases.

Levinson, Robert E. *Six Methods for Success in a Small Store*. Small Marketers Aids #127. SBA-GPO, Washington, D.C., 1967.

Discusses how to increase a business' potential for success. Covers catering to customers, building an image, encouraging teamwork, planning ahead, looking for profit volume and "paying your civic rent."

McGregor, Clarence. *Retail Management Problems of Small and Medium-Size Stores*. Richard Irwin, Homewood, 1962.

Specializes in small and medium-sized stores. Some cases are fairly simple, although they are generally too sophisticated for high school students. Some of the material also seems dated. Contains a case on liquidating a retail business.

_____, and Chakonas, Paul C. Retail Management Problems. 4th ed. Richard Irwin, Inc. Homewood, 1970.

A casebook of retailing problems in accounting, sales, store organization, financing, etc. Cases are followed by lists of specific questions to be answered.

Metcalf, Wendell O. Starting and Managing a Small Business of Your Own. The Starting and Managing Series, volume 1, SBA, Washington, D.C., 1973.

This comprehensive and concise publication covers all general aspects of starting and managing a small business. Topics discussed include personality characteristics of successful owner/managers, financial considerations, franchise pros and cons, purchasing, pricing, selling, legal requirements, and goal setting. The checklist for starting a business is particularly helpful.

Petrof, John, Carusone, P.S. and McDavid, J.E.. Small Business Management: Concepts and Techniques for Improving Decisions. McGraw-Hill, New York, 1972.

Aims to teach people with non-managerial backgrounds how to improve their managerial skills. Rather theoretical approach based on decision-making principles. Includes chapters on internal and external sources of information for small businesspersons, pricing, break-even analysis, and ways to improve advertising, production, and personnel performance.

Rachman, David J. and Elam, Houston G. Retail Management Cases. Prentice-Hall, Englewood Cliffs, 1969.

Presents cases dealing with three areas in which the retailer has control over his firm's relations to the external environment: goods and services, physical distribution, and communication. Stresses the impact of management decisions on consumers. Cases average three pages.

Rotch, William. Management of Small Enterprises: Cases and Readings, 2nd ed. University Press of Virginia, Charlottesville, 1967.

A textbook designed to be used in courses on general management problems. Three introductory chapters emphasizing the planning of objectives, marketing, and long-term financing are followed by cases on new businesses and on growing enterprises. Cases are detailed and average ten pages.

Steinmetz, Lawrence M.; Kline, J.B.; and Stegall, Donald. Managing the Small Business. Richard Irwin, Inc., Homewood, 1968.

A college textbook on small business management. Extensive sections on starting a small business, financial management, legal organization, etc. Includes a chapter comparing small business and big business management as ways of life, and one on the use of consultants.

Wingate, John W. Management Audit for Small Retailers. SBA-GPO, Washington, D.C., 1971.

A booklet of questions (yes or no answers) with commentary. Some are general, some specific. Might be useful as a checklist of things to do for better management. Questions often presuppose knowledge of business terms and practices.

Films

Klein, Walter J. My Favorite Grocer. Walter J. Klein Co., Ltd. 1973. (15 minutes)

In 1957, in Charlotte, North Carolina, a grocery store burned down. The owner/manager gathered his employees together that night and they decided to stick with him. The next day he was selling out of his parking lot, and in three days he had an open-air building set up. Today he is the owner and manager of several grocery stores in Charlotte, and in the film he explains some of what is involved in keeping up with today's customer: efficiency, cost-cutting, modernization, etc. Employee's lack of courtesy to customers and being out of an advertised special are the two things that upset him most. He emphasizes the grocery store's precariousness: it usually operates on a 1% net profit. The film is a contemporary-looking production, well-shot, and does not pound one over the head with its sponsors' products. As the film is free, it would be useful in small business curricula to show an example of this type of business.

Norwood Studios. The Marvelous Mousetrap. BNA Films. 1963. (24 minutes)

This film is a fairly simple-minded attempt, in a now-dated style, to educate the "general public" in the philosophy behind American business. Wally Cox is used in three different roles in the film, mainly as the company president, and as the disgruntled consumer/worker. He enters a hardware store to buy a mousetrap, choosing a "Marvel Mousetrap" and gets a lecture from the owner of the store on why middlemen are necessary. He discovers the mousetrap is defective, and complains to the store owner. The complaint reaches the president of the company, who launches a computerized investigation. The faulty link turns out to be none other than Wally Cox the worker, who, it is eventually discovered, lets a few uncompleted traps go by on the assembly line when telling jokes. After a long lecture from the one Cox to the other Cox on how this all fits together, the president realizes he hasn't really been communicating too well with his employees, and the worker/consumer finally understands the relationship between his two roles.

The Real Security. SBA. Sales Branch, National Audiovisual Center, GSA, Washington, D.C. 20409. (20 minutes)

Narrated by Joe Powell, the message is "In a changing world, if you're not adaptable, you disappear." The film is designed to inspire and motivate employees of an organization at all levels to overcome resistance to change and banish "mental retirement."

University of Wisconsin. Starting and Managing a Successful Business. University of Wisconsin Extension. 1970. (90 minutes).

This film is made up of studio sections which are either of the lecture or seminar type of presentation, and also film shot at the business location, and in interviews with the owner/manager of the business. The film opens with an introduction by Orville Palmer, Chairman of the Department of Commerce, at the University of Wisconsin (Madison), who also serves as the film's narrator. He points out that 95% of U.S. businesses have fewer than 20 employees. Another professor in the Department of Commerce gives a five or ten minute lecture outlining a pattern that most businesses seem to follow in their development: 1) a craft stage, in which the product or service is developed to a more perfected state; 2) the promotion stage, in which either an outsider enters who is interested in growth and expansion, or the original person sees the market for their product and begins plans for expansion; and 3) the administration stage, where the company has proved itself financially and now must concern itself more with stabilization than with rapid development. Through the two sections of the different businesses this construct is used as a means of clarification. The first business was begun by a typewriter salesman who saw the need for a non-liquid type cleaner and developed one in his basement. He marketed them personally and began subcontracting the work when sales got high enough. This developed gradually into an office-supply company, the W. T. Rogers Company, which does an annual gross of about $1,000,000 today. The other business, a Midas Muffler Shop, was started by a worker in a machine shop who felt inhibited not working for himself. Taking a job managing a gas station, he offers free installation of mufflers purchased there, and realizes the market for this type of specialization. His business prospers. (His success is due partially to his early entrance into the franchise field.) The bulk of the film covers these two firms fairly thoroughly, ending with a round-table discussion with a few faculty people, the owners, and some other businessmen, including a representative from Dun and Bradstreet. The film closes on an affirmative note, that with good management and the other necessary factors, it *is* still possible to develop a successful small business. The only *real* drawback of this film is its all-too-typical participants: nothing but middle-aged, white, male businessmen.

(Note: Though the following two films were designed primarily for use with the manual for SBA's pre-business workshop program, they may be used in other SBA cosponsored training programs where they will be an integral part of the session.)

A Case in Point. SBA. Sales Branch, National Audiovisual Center, GSA, Washington, D.C. 20409. (11 minutes)

Through the experiences of the main character, tells of various services available to small business owners from the Small Business Administration.

Three Times Three. SBA. Sales Branch, National Audiovisual Center, GSA, Washington, D.C. 20409. (13-1/2 minutes)

Through dramatization and discussion, illustrates nine important keys to small business management success.

COMMUNICATIONS

Although the publications included here are not directed specifically to small business, we have included them because of our belief in the importance of communication to successful small business ownership and management.

Books and Periodicals

Colorado University Bureau of Business Resources. Communicating Information to Small Businessmen. Colorado University, Boulder, 1963

A summary of why small businesspersons lack information (they don't have time to go out and get it) and how to better get it to them (make it short, simple and readily available). Lots of diagrams.

Janis, Jack. Writing and Communicating in Business. 2nd ed. MacMillan, New York, 1973.

A very sophisticated (but not complicated) textbook.

Marryshow, Lester. "Check Your Telephone Manners." Supervisory Management. May 1970.

Very practical list of telephone do's and don'ts.

Mintz, Harold K. "Business Writing Styles for the 70's." Business Horizons. 15:83-87, 1972.

A very nice article covering the following: clarity, information, organization, readability, words, sentences, paragraphs, readers' needs. Emphasizes purposes of business writing.

Read, Jeanne. Business English. McGraw Hill, Gregg, New York, 1972.

Includes text, review sheets, and self-tests. Effective.

Slattery, James. Business Letter Writing. Doubleday and Company, Garden City, 1965.

This is a practically oriented and simply written programmed text.

Swift, Marvin H. "Clear Writing Means Clear Thinking." Harvard Business Review. 51:59-62, 1973.

Emphasizes that writing often clarifies thinking. Has a good example of revising a rough draft and what to avoid in business writing.

Weiss, Allen. "Better Business Writing." Supervisory Management. 3 parts. May-July, 1969.

Practical points on business writing. Sophisticated in that it deals with interest and persuasion, rather than grammar.

COMMUNICATIONS

Wienan, Solomon. The Blue Book of Business Letter Writing. Simon and Schuster, Regents Publishing Company. New York, 1969.

A very complete reference book - kinds of business letters, parts of letters, a section on grammar.

SELECTING A LOCATION

This section includes materials regarding criteria for selection of a location for a business and publications on buying an existing business versus starting one from scratch.

Books and Periodicals

Fowler, Robert A. and Hummel, Theodore W., Eds. Buyerism - How to Buy a Franchise or a Small Business. WWWWW Information Services, Rochester, 1970.

Assistance available to the buyer. Evaluating the opportunity. Questions to ask seller. This is a "how to" approach with emphasis on the doing and not the theory of developing a small business opportunity.

Lowry, James. Using a Traffic Study to Select a Retail Site. SBA-GPO, Washington, D.C., 1973.

This publication is a discussion of the use of pedestrian and automobile traffic counts to estimate store sales, prior to site selection.

McKeever, J. Ross. Factors in Considering a Shopping Center Location. SBA Small Marketers Aid #143. SBA-GPO, Washington, D.C., 1970.

The purpose of this Aid is to provide small retailers with background information so that they can decide whether to locate their stores in shopping centers should such a decision be necessary. Among other things, it discusses the landlord-tenant relationship, the cost picture, and shopping center characteristics.

Vorzimer, Louis. Using Census Data to Select a Store Site. SBA-GPO, Washington, D.C., 1974.

An explanation of the value of census data in choosing a location for a small business.

Weber, Fred I., Jr. Locating or Relocating Your Business. SBA Management Aid for Small Manufacturers #201, SBA-GPO, Washington, D.C., 1969.

This is a very short and simple discussion of a company's market, available labor force, transportation, raw materials, available buildings/business sites, with emphasis on the practical.

Films

It's Your Move. SBA. Sales Branch, National Audiovisual Center, GSA, Washington, D.C. 20409. (13 minutes)

Designed to inform small business owners faced with relocation problems because of urban renewal about help available through SBA and Urban Renewal offices and to motivate them to take positive steps if they wish to relocate.

FINANCIAL MANAGEMENT

This section includes publications on using accounting data in making investment, pricing and other decisions.

Books and Periodicals

Archer, Stephan S. and D'Ambrosio, Charles A. Business Finance: Theory and Management. 2nd ed. MacMillan Company, Riverside, 1972.

Suggested as an alternative text for those desiring yet another approach to the finance side of business. Introductory section gives a background of how finance has developed and its place within the business framework.

Barker, Phyllis A. Budgeting in a Small Service Firm. SBA Small Marketers Aid #146. SBA-GPO, Washington, D.C., 1971.

This Aid points out the value of budgeting in setting goals, planning for increased profits, and financial control.

Crites, Sherman E. "Of Men and Money: The Problems of Small Business." Management Accounting. 51:14-16, 1970.

Points out need for small businesses to have adequate "reserves" of people (employees and management) and money if they are to have a good chance of success.

Dun & Bradstreet Business Library. Cost Control in Business. Apollo Editions, Business Books, New York, 1970.

This book considers managing vs. operating, reading financial statements, calculating mark-up and selling price. "Cost Control Checklist for Smaller Businesses " (Chapter 6).

Gibson, James L. and Haynes, W. Warren. Accounting in Small Business Decisions. University Press of Kentucky, Lexington, 1963.

How the use of accounting data can be of importance to the small business in making investment, pricing and other decisions.

Hanson, Dale S. "Creative Financing in Today's Economy." Banker's Magazine. Jan., 1971.

Four short cases are given to demonstrate the application of "creative financing in today's economy."

Hungate, R.P. Interbusiness Financing. SBA-GPO, Washington, D.C., 1969.

Discusses the use of backing by a larger firm of a small business in order to enable the small business to be able to obtain a loan. Good background for a firm wishing to explore alternative means of expansion financing.

Katz, Benjamin. Happiness or Misery. Overlook Company, New York, 1971.

A technical approach laying out the reporting procedures necessary for the successful financial management of a small business. It is centered around the comptroller of the organization.

Komenda, Frank. Sweeping Profit Out the Back Door. Small Marketers Aid #138. SBA-GPO, Washington, D.C., 1969.

This book advises small business persons on how to be aware of and prevent small wastes which eat into profit.

Moore, Carl L. Profitable Applications of the Break Even System. Prentice-Hall, Englewood Cliffs, 1971.

Shows how the relatively simple concept of a break-even point can be enlarged and put to use in the control of costs, in the selection of the best economic alternative, and in making decisions and plans in virtually every area of business endeavor. Several applications of the break-even concept are discussed and illustrated to stimulate thinking and to give ideas that can be applied to the reader's own business situation.

Murphy, John. Sound Cash Management and Borrowing. SBA-GPO, Washington, 1971.

This book gives a lending officer's viewpoint and stresses the importance of good management.

Films

The Heartbeat of Business. SBA. Sales Branch, National Audiovisual Center, GSA, Washington, D.C. 20409. (14 minutes)

Emphasizes the importance of financial management. The film opens with Josh Billings, owner of a building supply firm, being taken to the hospital following a heart attack. Later, he is visited by Ben Heatherton, recent owner of a remodeling and home repair business. Through conversations between Josh and Ben and by flashbacks of some episodes in Josh's business afairs, some examples of good -- and bad -- financial management are dramatized. Ben, realizing the importance of financial management, took steps to learn about and practice approved methods. In three recent years, he built up a profitable business. Josh, who had taken over his father's business, was in bad financial shape at the time of his heart attack. His conversations with Ben and review of Ben's notes from a financial management course convince Josh of his need to improve his financial management practices.

FINDING INITIAL CAPITAL

Publications included here cover finding capital for opening a business.

Books and Periodicals

The ABC's of Borrowing. The Financial Assistance Staff. SBA Management Aids for Small Manufacturers #170. SBA-GPO, Washington, D.C., 1969.

This Aid discusses the following fundamentals of borrowing: 1) credit worthiness, 2) kinds of loans, 3) amount of money needed, 4) collateral, 5) loan restrictions and limitations, 6) the loan application, 7) standards used by lenders in evaluating the application. The SBA loan application form is used to illustrate suggestions for filling out a loan application.

Anthony, Edward D., ed. Equity Capital and Small Business. SBA-GPO, Washington, D.C., 1960.

An SBA publication of short articles on equity capital. Authors include a bank credit officer, a professor of finance, and a small business owner. Topics include steps in incorporation, the role of the SEC, venture capital, and the impact of the Small Business Investment Act of 1958.

Cashin, James A. Building Strong Relations with Your Bank. SBA Small Marketers Aid #107. SBA-GPO, Washington, D.C., 1964.

This Aid discusses why owners of small retail, wholesale, and service firms should build strong relations with their banks. The Aid also discusses ways for building strong banking relations such as: 1) matching the firm's needs and the bank's services. 2) getting to know the banker on a personal basis, 3) earning the banker's respect, and 4) sharing plans for the future with him.

Hardy, C. Colburn. "SBIC: Aggressive Banking Tool." Banking Magazine. Sept. 1973.

Gives the SBIC (Small Business Invest Companies) view of what they look for when a small business comes seeking capital.

"Raising Capital for Small Business." Business Week. Nov. 3, 1973, pp. 96-97.

Article deals with how to approach new venture capital markets and where financing may be found, what type of new ventures are preferred by lenders, where venture money is going. Interview with A.J. Kelley, author of two how-to books on entrepreneurship.

Rubel, S.M. and Novotny, Edwards, eds. How to Raise and Invest Venture Capital. Hawthorn Books, Inc. Presidents Publishing House, New York, 1971.

A series of twenty-three readings on venture capital - where it comes from, how to get it, how to use it, etc. Good reading for those interested in obtaining venture capital for small business.

LEGAL ASPECTS

Materials listed in this section pertain to forms of small business organization, business law, and legal resources available to the small businessperson.

Books and Periodicals

Arneson, John. Preventive Law for Small Business. E. C. Boynton Printing, Minneapolis, 1956.

A very good short practical summary of what small businesspersons should know about law. Sections on partnership, contracts, buying and selling a business, insurance, etc.

Collester, Donald G. The Organization and Sale of Small Businesses. New Jersey Lawyers Skills Series, 1972.

This is a rather technical manual for lawyers. However, it has a large appendix of forms used by small businesses that might be used as examples.

Costello, Frank Jr. Retirement Plans for Self-employed Owner Managers. Small Marketers Aid #31. SBA-GPO, Washington, D.C., 1958.

This book informs small businesspersons of the legal requirements for tax deductible retirement plans.

Laughlin, Charles W. Legal Services for Small Retail and Service Firms. Small Marketers Aid #118. SBA-GPO, Washington, D.C., 1965.

This Aid discusses various aspects of conducting a retail or service business in which legal services are particularly desirable. Among them are: business organization, acquiring property, borrowing money, tax planning, employer-employee relations, litigation, credit problems, and disposing of the business.

Leavy, Morton L. Law for the Small Businessman. 2nd ed. Legal Almanac Series #29. Oceana Publications, Dobbs Ferry, 1952.

A good legal guide, with emphasis on the practical everyday problems. Sections on organizing purchase, "what to know about a lease," business names. Sample forms (certificate of incorporation, partnership, etc.) included.

Rosenberg, R. Robert. Understanding Business Law. McGraw Hill, Gregg, New York, 1973.

This is a textbook for "young adults." It's long, with two advantages -- simple but detailed; short cases as examples. Might be good for teacher reference or for students with special interest.

Steps in Incorporating a Business. SBA Management Aids for Small Manufacturers #111. SBA-GPO, Washington, D.C., 1974.

This Aid contains no discussion of the advantages and disadvantages of the corporate form; it is limited to the steps involved once a decision to incorporate has been made.

LEGAL ASPECTS (cont.)

Stone, Morris. *Arbitration: Peace Maker in Small Business.* SBA-GPO, Washington, D.C., 1974.

This book informs the small businessperson of the advantages of arbitration over legal action and discusses the steps in using arbitration.

RECORDKEEPING

This section contains materials on bookkeeping and inventory control. Use of business records for financial management is covered under Financial Management.

Books and Periodicals

Abraham, Alfred. Analyze Your Records to Reduce Costs. SBA-GPO, Washington, D.C., 1967.

Written by a certified public accountant, this book shows the small businessperson the importance of analyzing expenses and locating reducible expenses. Discusses how big sales volume does not necessarily equal big profits.

Albro, Victor. "How Time Sheets Improved Production Standards." Inland Printer/American Lithographer. October 1971.

Illustrates how time sheets are used in small business and what advantages and problems are encountered in using them.

Brummet, R. Lee and Robertson, Jack C. Cost Accounting for Small Manufacturers. SBA-GPO, Washington, D.C., 1974.

Detailed flow charts showing distribution of costs over sections of manufacturing process. Also detailed examples of recordkeeping -- labor, overhead costs, inventory control, etc. May be too detailed for high school students.

Cotton, John. Keeping Records in Small Business. SBA-GPO, Washington, D.C., 1974.

Nice, simple, general discussion of recordkeeping. Presupposes some knowledge; for example, of what accounts receivable is. These aids may legally be condensed or reproduced.

Greene, William. Getting the Facts for Income Tax Reporting. SBA-GPO, Washington, D.C., 1970.

This book emphasizes the importance of good recordkeeping for income tax reporting for the small businessperson.

Internal Revenue Service. Tax Guide for Small Business. GPO, Washington, D.C., 1973.

A book that's good to know about but difficult to use; written in standard Internal Revenue Service style.

Ragan, Robert C., CPA. Financial Recordkeeping for Small Stores. SBA-GPO, Washington, D.C., 1966.

An introduction to the basics of good recordkeeping and why they are necessary to enable the small business to operate effectively.

Reddington, Donald A. "Control Methods for Small Business." Management Accounting. Sept., 1973, pp. 15-17.

Lists essentials of good control practices. Describes what different areas of control involve; i.e., cost control, inventory control, credit and collection control.

Sanzo, Richard. Ratio Analysis for Small Business. SBA-GPO, Washington, D.C., 1970.

Explains ratio analysis and its use in detecting trends of the small business. Ten kinds of ratios demonstrated (advanced arithmetic). Section on friendly banker lecturing a small businessperson.

Van De Mark, Robert. Controlling Inventory in Small Wholesale Firms. SBA-GPO, Washington, D.C., 1966.

Covers simple inventory control. Contains samples of records.

Films

The Language of Business. SBA. Sales Branch, National Audiovisual Center, GSA, Washington, D.C. 20409. (14 minutes, 50 seconds)

The story line is drawn from the dramatic situation of a fairly successful small-businessperson, Jack, who is pondering a big decision: should he play it safe, going along as he is now doing with his radio/TV retail and service shop, or should he take the risk of opening a second store in a new shopping center? Faced with making this decision, Jack looks to his records for help but finds them confusing. His inability to interpret the facts and information frustrates him to the point of making a late-night call for help to Tom, his accountant. Together, they analyze the records. Tom points out problems and areas of adjustment in Jack's operation. He draws upon his experience with other businessmen to illustrate danger areas. Bit by bit, a new respect for records develops in Jack as he realizes their value in managing his business.

A Step in the Right Direction. SBA. Sales Branch, National Audiovisual Center, GSA, Washington, D.C. 20409. (12 minutes, 18 seconds)

Through discussions between Ralph Brown and Harry Newman (men's clothing store competitors) and flashbacks to some of Ralph's problems and accomplishments in developing successful control procedures, the film dramatizes the importance of merchandise control in retail stores and illustrates some effective control systems and techniques.

PERSONNEL

This section includes publications on general personnel management -- hiring, firing, job descriptions, and employee training.

Books and Periodicals

Bruce, Martin M., Ph.D. Human Relations in Small Business. SBA-GPO, Washington, D.C., 19[illegible]

This publication discusses the relations between small business owner-managers and workers, including finding and selecting a working staff, developing workers, and guiding and motivating workers in the direction of management's goals. A short annotated bibliography for further study is included.

Stumm, David A. "Conducting a Job Interview - Select - Don't Settle." Supervisory Management. November 1973.

Gives practical advice on interviewing applicants - how to best obtain information from them. Some practical tips. Not specific to small businesses.

"Tips for the Boss When It's Time to Fire." Personal Business. August 14, 1971.

Lists specific practical points about actually telling the employee. Final section applicable only to executives.

Walsh, William J. "Writing Job Descriptions: How and Why." Supervisory Management. 17:2-8, 1972.

Describes the value of job descriptions in hiring and appraising employees. Discusses how to define work categories, how to gather accurate information about jobs, and how to organize written job descriptions.

"When an Employee's Behavior Becomes a Problem." Supervisory Management. January 1970.

What needs discipline and how to discipline. (Condensed from Modern Office Procedures.)

Zeitlin, Lawrence. "The Easiest Kind of Job Enrichment: Let Employees Steal." Psychology Today. June 1971, p. 7.

Business Ethics in reverse -- when should a manager be selectively inattentive? Discusses the idea of controlled employee theft as a motivational tool.

Films

The Man or Woman for the Job. SBA. Sales Branch, National Audiovisual Center, GSA, Washington, D.C. 20409. (14 minutes)

Points out the importance of effective employee recruitment and selection procedures through the experiences of a small print shop owner who learned the hard way that such procedures are necessary. Brief vignettes of other types of business reflect various sources of employees.

Anything is Possible -- With Training. SBA. Sales Branch, National Audiovisual Center, GSA, Washington, D.C. 20409. (13-1/2 minutes)

Examples of successful employee training in a telephone answering service, a boat yard, and a newspaper office convince a woman planning to open a restaurant that employee training is essential to business success.

PURCHASING

This section includes publications relating to suppliers.

Books and Periodicals

"What's the Right Price?" Purchasing. January 11, 1972.

> Presents a list of twelve questions for buyers to consider in order to avoid a stereotyped approach to purchasing. Acceptance of a compromise middle range bid does not insure getting the best goods at the right price. Factors discussed include number and qualifications in quote requests, and the price ranges of bids received.

SELLING

This section on selling includes publications on advertising, market research, and merchandising (display, layout, customer relations, credit, salespersonship).

Books and Periodicals

Blackwell, Roger G. Knowing Your Image. SBA Small Marketers Aid #124, Washington, D.C., 1967.

This aid discusses the importance of image, image formulation, price, merchandise mix, employees, store appearance, clientele, advertising, image adjustment, evaluation of image.

Collazzo, Charles. Building Good Customer Relations. SBA-GPO, Washington, D.C., 1966.

Discusses the need for good taste and discretion in community and customer relations.

Cook, Harvey, R. Selecting Advertising Media: A Guide for Small Business. Series #34, SBA-GPO, Washington, D.C., 1969, 114 pages.

This publication is intended to help the small businessperson choose between a number of possible channels for making his or her product, service, or store known to potential customers. It points out the advantages and disadvantages of each medium and suggests ways to judge its probable usefulness in business.

Crown, Paul. Retail Merchandising. Oceana Publications, Dobbs Ferry, 1966.

Emphasis in this short and detailed publication is on pricing, planning sales, controlling inventory. Explanations of the arithmetic involved are also included.

Fram, Eugene. What You Should Know About Small Business Marketing. Business Almanac Series No. 11, Oceana Publications, Dobbs Ferry, 1968.

A very good short, practical businessperson's guide clearly and concisely written. Includes sections on testing, selling, pricing.

Haas, Kenneth. Professional Salesmanship. Holt Rinehart and Winston, New York, 1962.

This book includes a good section on retail salesmanship with practical suggestions -- what not to do and say, etc. It also includes a fairly interesting section on customer psychology.

Hanan, Mack. "Getting Ready for the Services Sell." Sales Management, 108:40 (1972).

Tips on service-oriented selling.

The Handicraft Business. Bank of America. 1972.

Good introductory pamphlet on selling handicrafts; fairly easy reading.

Holloway, Robert J. Marketing Research and Market Planning for the Small Manufacturer. University of Minnesota, Minneapolis, 1961.

An SBA- sponsored study of the use of marketing research and market planning by small manufacturers in Minnesota. Describes the advantages and limitations of some market research techniques.

"Industrial Marketing Copy Chasers -- Function of Layout Is Simple as 1, 2, 3." Industrial Marketing. January, 1972.

Gives a list of layout functions and examples.

Johnson, Barbara. "Census Data: How to Use a Basic, But Often Overlooked, Market Planning Tool." Industrial Marketing. April, 1972, pp. 24-26.

Provides a summary of services and information available from the Census Bureau and useful to industrial marketing. Census data is seen as most helpful in making decisions on acquisitions, new plant locations, and new product lines. Includes some pro and con opinions on the value of census data from industrial marketing managers.

Lennon, Victor A. What Is the Best Selling Price? SBA Management Aids for Small Manufacturers #193. SBA-GPO, Washington, D.C., 1968.

This Aid discusses the various aspects of pricing and the interrelationships and complications involved.

"A Life Style for Your New Store." Stores. December, 1970, pp. 9-12.

Store design trends, including uses of color, plastics, display racks, contemporary furniture, for clothing stores.

Luick, John P. and Zeigler, William L. Sales Promotion and Modern Merchandising. Perspectives in Marketing Series. McGraw Hill, New York, 1968.

This is a basic background book on sales promotion and merchandising, focusing mainly on introduction of new products. Also included is a chapter on retail store sales promotion devices.

Michigan, University of. Retail Salesmanship: Center for Programmed Learning for Business. Addison-Wesley Publishing Co., Reading, 1968.

A programmed text emphasizing actual sales situations.

Nelson, Norbert. Selling Your Crafts. Van Nostrand Reinhold Publishing Co., New York, 1967.

An introductory coverage answering the basic questions arising in selling home industry products and handicrafts.

O'Brien, Joseph D. A Pricing Checklist for Managers. Small Marketers Aid #105. SBA-GPO, Washington, D.C., 1964.

This Aid includes questions on business costs, buyer motivation, timing, and competitors designed to help small marketers in evaluating pricing policies and practices.

Otterbourg, Robert K. Building Customer Confidence in Your Service Shop. SBA Small Marketers Aid #128. SBA-GPO, Washington, D.C., 1967.

Subjects: solid foundation, code of ethics, honesty, work completed on time, providing loaners, catering to special groups, the do-it-yourself problem, adjusting to change, communication, an industry in flux.

Pickle, Hal; Abrahamson, Roye; Porter, Alan. "Customer Satisfaction and Profit in Small Business." Journal of Retailing, Winter 1970-71, p. 38.

A research project that attempts to quantify which factors are considered very important, important, and of no significant importance to customers.

"Retailers Try Out Flexible Face Lifting." Business Week, January 15, 1972, p. 74.

This article is concerned with new trends in retail display, mainly in larger clothing stores. Some of the points, however, help create an awareness of display as a selling factor.

Robertson, Laura. How to Start a Money-making Business at Home. F. Fell. 1969.

A simply presented and interesting book of practical ideas for starting twelve types of small businesses; such as art rental agencies, personal shopping services, and babysitting services.

Sorbet, Elizabeth M. Measuring the Results of Advertising. SBA Small Marketers Aid #131. SBA-GPO, Washington, D.C., 1966.

This Aid gives pointers on planning ads and discusses several devices which can be used to compare advertising effectiveness.

Taylor, Charles. Merchandise Assortment Planning: The Key to Profit. National Retail Merchants Association, New York, 1970.

A very nice book on planning and purchasing merchandise -- how to classify, how to determine quantities needed, etc. Most of the examples are from fashion stores, but the principles are general.

Telchn, Charles and Helfant, Seymour. Plan Your Store for Maximum Sales and Profit. National Retail Merchants Association, New York, 1969.

A good handbook on store design, including details of layout, store fronts, interior fixtures, etc. Discusses how to plan and execute remodeling projects.

Valenti, Gabriel M. Interior Display: A Way to Increase Sales. SBA Small Marketers Aid #111. SBA-GPO, Washington, D.C., 1965.

This Aid discusses four ingredients which are necessary for building a display, fixtures, color signs, and lights. It points out that the difference between a commonplace display and an outstanding one is often slight and yet very important.

Verrill, Addison. Reducing Shoplifting Losses. SBA-GPO, Washington, D.C., 1967.

Discusses how to stop and/or foil shoplifters.

Weiss, E. B. 1010 Tested Ideas that Move Merchandise. McGraw Hill, New York, 1962.

A handbook of gimmicks (special sales, displays, giveaways, etc.) with a particularly useful section entitled "581 everyday ideas that move merchandise everyday."

Witt, Scott. How to Make Big Money at Home in Your Spare Time. Prentice-Hall Publishing Company, Englewood Cliffs, 1971.

This book contains many ideas for at home businesses (home typing services, mail order businesses, resale shops); a book with a strong positive attitude towards working at home.

Wood, Jane. Selling What You Make. Pengiun Books, Baltimore, 1973.

A guide to help the home craftsperson sell his or her products with sections on direct selling, selling to stores, forms, and recordkeeping.

Films

(The following films are distributed through the Small Business Administration, Sales Branch, National Audiovisual Center, GSA, Washington, D.C., 20409.)

The Advertising Question. SBA (13 min. 50 sec.)

Designed to correct some of the misconceptions and change some of the attitudes which many small businessmen display toward advertising. It begins with the introduction of a new small businessman about to open a drug store. He hopes to get by without much advertising other than point-of-sale advertising. A newspaper owner raises the question, "How are you going to get customers into the store?" The values and techniques of advertising are developed in a discussion between the druggist and the newspaper owner, and some business examples are shown to emphasize pertinent points.

The Calendar Game. SBA (13 min. 30 sec.)

Emphasizes the need for planning and budgeting of advertising by small retail and service businesses. The film begins in the office of the owner of a drycleaning shop. The cleaning shop proprietor points out to a business friend that he aims his promotions to reach, at specific times, customers who are most likely to be ready for his service and explains his method of choosing media and directing his advertising. In a friendly give-and-take discussion, the two touch upon budgeting, timing, choice of media, and plans for specific promotions.

The Follow Up. SBA (13 min.)

Illustrates the value of following up on advertisements and promotions. Action takes place in an appliance sales/repair shop owned by two partners, Sam and Roger. When the story opens, Sam isn't much impressed with Roger's strong belief in follow-up as a way to develop additional business and as a guide to future promotions. Further discussion between the two, together with illustrations of following up on a radio commercial, soliciting customers' reactions to store layouts and point-of-sale ads, and getting business associates' opinions of ads used or planned bring out many of the factors to consider in advertising/sales promotion follow-up.

The Professional. SBA (30 min.)

A dramatic film which builds pride in the job of a salesman and shows salesmen what they must do to be truly professional in their field. Van Johnson and Forrest Tucker team up in this moving story of a salesman searching for the principles that will put him at the top of his profession. The salesman in the film discovers those principles -- masters the key concepts of really effective, results-getting salesmanship.

You and Your Customers. SBA (14 min.)

Dramatically presents situations which small retailers may encounter involving customer relations. Stimulates audience involvement by providing opportunities to stop the film for discussion following some of the more detailed situations and then showing "possible solutions" or alternative ways of handling these situations.

Variations on a Theme. SBA (13 min. 15 sec.)

Calls attention to some of the important steps in planning a sales event. The action takes place in a women's ready-to-wear shop. In the opening scene, the proprietor is announcing to his employees a special store event -- the store's twentieth anniversary sale -- and inviting all of them to help plan it. Conflict is provided by the cashier who is rather scornful of the idea of advertising and promotion themes. In resolving this conflict, the proprietor points out many of the factors involved in implementing a successful sales event. Subsequent meetings with all store personnel further illustrate step-by-step preparations for the anniversary sale.

PRODUCTION

This section covers all aspects of owning and operating small manufacturing concerns.

Books and Periodicals

Buffa, Elwood S. Modern Production Management. 4th ed. John Wiley and Sons, New York, 1973.

This is a well presented text of material on production management; a good modern reference for high school students that they should find more appealing than the traditional approach.

Education Commission of the Material Handling Institute. Improving Material Handling in Small Business. SBA-GPO, Washington, D.C., 1969.

This publication, written for small manufacturers, discusses transportation and storage of material, types of material handling equipment, and how to choose the proper equipment.

Faucett, Philip M. Management Audit for Small Manufacturers. SBA-GPO, Washington, D.C., 1963.

A yes-no question list for self appraisal.

Fourre, James P. Critical Path Scheduling. Bulletin No. 114, American Management Association, New York, 1968.

A quick treatment of basics of CPM and an appraisal of the value of PERT; that is, it can be used as a production tool and not just for research and development projects.

Hoad, William M. and Rosko, Peter. Management Factors Contributing to the Success or Failure of New Small Manufacturers. Bureau of Business Research, Graduate School of Business Administration, University of Michigan, Ann Arbor, 1964, 99 pp.

This book is a compilation of 35 cases concerning actual small businesses and their management. People in these cases cover a wide range, illustrating the diversity of small businesses and their problems.

Immer, John. Profitable Small Plant Layout. SBA-GPO, Washington, D.C., 1964.

A discussion of various plant layouts for small manufacturers that could increase profits.

Jordan, Henry H. Jr. "A Checklist for Production and Inventory Controls." Management Review. 59:38-46 (1970).

A 20-item checklist for analyzing the effectiveness of production and inventory control systems.

"Management Aids for Small Plants." Inland Printer/American Lithographer. 1970-1974.

Each month the above section carries an article devoted to small plants. Suggested for general reading in small plant management.

Rokicki, Gerald J. "This Production Control System for Small Printer Really Does." Inland Printer/American Lithographer. May, 1973.

A "how we did it" article that describes how a small business can use production control sheets to determine how to better utilize its production factors.

Woodruff, Archibald. Success and Failure in Small Manufacturing. University of Pittsburgh Press, Pittsburgh, 1958.

Good discussion of small manufacturer's problems, including poor market research, poor recordkeeping, unclear objectives, excessive fixed costs. Analysis of "critical incidents" (which led to collapse) and their underlying causes.

MISCELLANEOUS

This section includes publications on special problems of small business, ranging from preventing embezzlement to computers for small business.

Books and Periodicals

Boerum, Marie. Discover and Use Your Public Library. Management Aid #202. SBA-GPO, Washington, D.C., 1969.

This Aid describes some basic reference books and other sources for business information. It also outlines the services owner-managers can expect of their libraries, including inter-library loans which extend those services beyond their localities.

Caley, John. Computers for Small Business. SBA-GPO, Washington, D.C., 1971.

This publication discusses how a small businessperson decides whether or not to use electronic data processing service bureaus.

Curtis, S. J. Preventing Burglary and Robbery Loss. SBA-GPO, Washington, D.C., 1968.

A discussion of the various types of protective devices.

Greene, Mark. Insurance and Risk Management for Small Business. SBA-GPO, Washington, D.C., 1970.

A good insurance book, explaining points such as how to select an agent, the types of coverage available, and common insurance terms.

______. Insurance Checklist for Small Business. SBA-GPO, Washington, D.C., 1971.

A checklist of types of insurance and how to organize an insurance program.

Halverson, Gerald. Can You Afford Delivery Service? SBA-GPO, Washington, D.C., 1968.

Methods and costs of delivery services.

Kolodny, Leonard. Outwitting Bad Check Passers. SBA-GPO, Washington, D.C., 1969.

A useful explanation of seven different types of bad checks and how to foil the bad check passer.

Moran, Christopher. Preventing Embezzlement. Small Marketers Aid #151. SBA-GPO, Washington, D.C., 1973.

Realistic safeguards against embezzlement.

"Small Businesses Can Be Exporters." Commerce Today. 2:21 (1972).

This article gives a brief introduction into exporting as a small business and where funding can come from.

MISCELLANEOUS (cont.)

Films

The following films are distributed through the Small Business Administration, Sales Branch, National Audiovisual Center, GSA, Washington, D.C. 20409.

Burglary Is Your Business. SBA (15 min.)

Through an investigation by a police department detective following a burglary at a home furnishings/appliance store and the detective's conversations with the store owner, the film points out security measures which retailers should take to prevent burglaries.

The Inside Story. SBA (15 min.)

Through conversations and activities of Sam Mattison, owner of a small manufacturing plant, and his security man, Vince Clark, the film illustrates steps which can be taken to limit or prevent pilferage by plant employees. Though Sam is vehement about not wanting to suspect any of his employees, facts reveal that an old, trusted employee had been pilfering for years.

It Can Happen to You. SBA (15 min.)

Outlines the experience of Jack Norton, a hardware store owner, in cooperating with a police lieutenant to get the facts about an employee pilferage problem. The police lieutenant points out situations and procedures which encourage pilferage and shows how to remedy these matters.

The Paperhangers. SBA (31 min.)

The nation's most expensive and popular crime -- check fraud -- is explored in this film, which is directed to businessmen and their employees. The film shows how most bad check passers -- or "paperhangers" as they are known in police circles -- can be stopped in their tracks by an efficient check-cashing procedure. Such a procedure is shown in detail, along with guidelines for carrying it out. Two former "paperhangers" discuss the most common errors made by businessmen and show techniques frequently used for passing bad checks.

Plant Pilferage. SBA (32 min.)

Directed to industrial management, this comprehensive film covers a large loss to industry -- pilferage -- which reduces profits by the staggering amount of one billion dollars every year. In this film, a visiting management group tours a plant where security measures are being taken and has each of eight steps in a successful pilferage-protection program demonstrated to them in a realistic fashion. Apprehension of the thief, it is pointed out, is not the answer to pilferage. Prevention is the answer -- prevention is not only the best but the easiest defense.

MISCELLANEOUS (cont.)

The Seventh Chair. SBA (12 1/2 min.)

The film opens in a conference room where five small business owners are meeting with the credit manager of a large department store who acts as moderator. The five small business owners are a food caterer, a lumber dealer, a druggist, a haberdasher, and a florist. Each has credit and collection problems which are presented in the round-table conversation or in flashbacks to the places of business. Throughout the meeting, one chair is empty. At the end of the film, the moderator faces the film audience and says, "This seventh chair is reserved for you. What would *you* say if you were sitting here?"

The Shoplifter. SBA (20 min.)

Shows techniques used by amateur and professional shoplifters. The film points out the alarming fact that one of every sixty customers will try to steal and suggests ways of preventing much of this stealing. A convicted shoplifter demonstrates stealing methods under actual conditions and explains how alert and informed employees could have prevented the thefts.

They're Out to Get You. SBA (12 1/2 min.)

The main character in this film is Ralph Massey, a professional shoplifter. Ralph is in jail, but he's making plans to continue his "trade" when released. Through conversations with his cellmate and flashbacks to some of his shoplifting episodes, Ralph shows how shoplifters operate and, indirectly, points out preventive measures small businessmen can take to limit shoplifting in their stores.

SPECIAL CASES

The following publications, published by the Small Business Administration, relate to the starting and managing of particular types of small businesses.

Bragin, Morrie. Starting & Managing a Small Retail Camera Shop. SBA-GPO, Washington, D.C., 1969, 69 pp.

Chidakel, Myer R. Starting & Managing a Carwash. SBA-GPO, Washington, D.C., 1967, 76 pp.

Erlandson, Ray S. Starting & Managing a Small Retail Music Store. SBA-GPO, Washington, D.C., 1970, 81 pp.

Fairbrook, Paul. Starting & Managing a Small Restaurant. SBA-GPO, Washington, D.C., 1964, 116 pp.

Gladwell, Lloyd. Starting & Managing A Small Retail Drugstore. SBA-GPO, Washington, D.C., 1966, 101 pp.

Grady, Noel. Starting & Managing a Small Dry Cleaning Business. SBA-GPO, Washington, D.C., 1966, 77 pp.

Harper, Maxwell, and Pell, Arthur R. Starting & Managing an Employment Agency. SBA-GPO, Washington, D.C., 1971, 114 pp.

Immer John R. Starting & Managing a Small Building Business. SBA-GPO, Washington, D.C., 1962, 102 pp.

Johnson, Glenn. Starting & Managing a Small Shoe Service Shop. SBA-GPO, Washington, D.C., 1968, 86 pp.

Krone, Paul R. Starting & Managing a Retail Flower Shop. SBA-GPO, Washington, D.C., 1970, 121 pp.

Laws, Dwayne. Starting & Managing a Small Retail Hardware Store. SBA-GPO, Washington, D.C., 1964, 73 pp.

McKenna, Francis X. Starting & Managing a Small Drive-In Restaurant. SBA-GPO, Washington, D.C., 1972, 59 pp.

Reed, Walter W. Starting & Managing a Small Automatic Vending Business. SBA-GPO, Washington, D.C., 1967, 70 pp.

Ross, Joe and Gores, Stan. Starting & Managing a Pet Shop. SBA-GPO, Washington, D.C., 1970, 40 pp.

Starting and Managing a Service Station. Small Business Administration Office of Information Services. SBA-GPO, Washington, D.C., 1961, 76pp.

SPECIAL CASES (continued)

Starting and Managing a Small Retail Jewelry Store. Small Business Administration Office of Management Assistance, Education Division. SBA-GPO, Washington, D.C., 1971, 75 pp.

Ware, Henry H. *Starting & Managing a Swap Shop or Consignment Sale Shop*. SBA-GPO, Washington, D.C., 1968, 78 pp.

Whittington, H. *Starting & Managing a Small Motel*. SBA-GPO, Washington, D.C., 1963, 70 pp.

SBA BIBLIOGRAPHIES

The following bibliographies, published by the Small Business Administration, cover specific types of small businesses and some of the tasks peculiar to small business owners and managers.

Blake, Wm. Henry. Retail Credit and Collections. Small Business Bibliography No. 31, SBA-GPO, Washington, D.C., 1969, 11 pp.

Christensen, Edward L. Food Stores. Small Business Bibliography No. 24, SBA-GPO, Washington, D.C., 1970, 8 pp.

_____. Voluntary and Cooperative Food Chains. Small Business Bibliography No. 30, SBA-GPO, Washington, D.C., 1970, 8 pp.

Davidson, W. R.; Doody, A. F.; and Sweeney, D. J. Retailing. Small Business Bibliography No. 10, SBA-GPO, Washington, D.C., 1969, 15 pp.

De Boer, Lloyd M. Marketing Research Procedures. Small Business Bibliography No. 9, SBA-GPO, Washington, D.C., 1967, 12 pp.

_____. National Directories for Use in Marketing. Small Business Bibliography No. 13, SBA-GPO, Washington, D.C., 1973, 18 pp.

DeBolt, Don. Men's and Boys' Wear Stores. Small Business Bibliography No. 45, SBA-GPO, Washington, D.C., 1968, 8 pp.

Forte, Darlene J. Wholesaling. Small Business Bibliography No. 55, SBA-GPO, Washington, D.C., 1973, 8 pp.

Gillespie, Karen R. Apparel and Accessories for Women, Misses, and Children. Small Business Bibliography No. 50, SBA-GPO, Washington, D.C., 1971, 23 pp.

Gores, Stan. Pet Shops. Small Business Bibliography No. 76, Washington, D.C., 1967, 4 pp.

Gray, Robert W. Handicrafts. Small Business Bibliography No. 1, SBA-GPO, Washington, D.C., 1973, 8 pp.

Grey, Milton K. Hobby Shops. Small Business Bibliography No. 53, SBA-GPO, Washington, D.C., 1971, 8 pp.

Hollander, Sidney, Jr. Variety Shops. Small Business Bibliography No. 21, SBA-GPO, Washington, D.C., 1969, 8 pp.

Home Businesses -- Bookkeeping, Catering, Babysitting. Small Business Bibliography No. 2, SBA-GPO, Washington, D.C., 1973, 8 pp.

Janezeck, Elizabeth G. Store Arrangement and Display. Small Business Bibliography No. 52, SBA-GPO, Washington, D.C., 1966, 7 pp.

Kern, Karl. Soft Frozen Dessert Stands. Small Business Bibliography No. 47, SBA-GPO, Washington, D.C., 1970, 11 pp.

Kudrle, Albert E. Motels. Small Business Bibliography No. 66, SBA-GPO, Washington, D.C., 1970, 11 pp.

SBA BIBLIOGRAPHIES (continued)

Lloyd, William B. Woodworking Shops. Small Business Bibliography No. 46, SBA-GPO Washington, D.C., 1972, 11 pp.

Loen, R. O. Personnel Management. Small Business Bibliography No. 72, SBA-GPO, Washington, D.C., 1969, 12 pp.

McClanahan, William G. Photographic Dealers and Studios. Small Business Bibliography No. 64, SBA-GPO, Washington, D.C., 1968, 8 pp.

McEvilla, Joseph D. Drugstores. Small Business Bibliography No. 33, SBA-GPO, Washington, D.C., 1970, 8 pp.

Millican, Richard D. Selling by Mail Order. Small Business Bibliography No. 3, SBA-GPO, Washington, D.C., 1968, 11 pp.

Mulvihill, Donald F. Inventory Management. Small Business Bibliography No.75,SBA-GPO, Washington, D.C., 1969, 8 pp.

Myers, Robert H. Suburban Shopping Centers. Small Business Bibliography No. 27, SBA-GPO, Washington, D.C., 1970, 12 pp.

Olshan, Nathan H. Recordkeeping Systems -- Small Store and Service Trade. Small Business Bibliography No. 15, SBA-GPO, Washington, D.C., 1973, 11 pp.

Pearson, Karl G. Real Estate Business. Small Business Bibliography No. 65, SBA-GPO, Washington, D.C., 1968, 12 pp.

Pinney, John J. The Nursery Business. Small Business Bibliography No. 14, SBA-GPO, Washington, D.C., 1971, 12 pp.

Rice, J. Wade. Advertising -- Retail Store. Small Business Bibliography No. 20, SBA-GPO, Washington, D.C., 1966, 7 pp.

———. Furniture Retailing. Small Business Bibliography No. 48, SBA-GPO, Washington, D.C., 1967, 8 pp.

———. Painting and Wall Decorating. Small Business Bibliography No. 60, SBA-GPO, Washington, D.C., 1967, 8 pp.

———. Retail Florist. Small Business Bibliography No. 74, SBA-GPO, Washington, D.C., 1967. 8 pp.

Smith, Leonard J. Training Commercial Salesmen. Small Business Bibliography No. 56, SBA-GPO, Washington, D.C., 1972, 7 pp.

Wanderstock, Jeremiah J. Restaurants and Catering. Small Business Bibliography No. 17, SBA-GPO, Washington, D.C., 1970, 20 pp.

Williamson, Max L. Bookstores. Small Business Bibliography No. 42, SBA-GPO, Washington, D.C., 1968, 8 pp.

Windeshausen, H. Nicholas. Discount Retailing. Small Business Bibliography No. 68, SBA-GPO, Washington, D.C., 1968, 7 pp.

Wingate, Isabel B. Buying for Retail Stores. Small Business Bibliography No. 37, SBA-GPO, Washington, D.C., 1967, 12 pp.

STOPPING A BUSINESS

As we expected in our literature search, there is very little material available that deals with how to stop a small business.

Books and Periodicals

Bunn, Verne A. Buying and Selling a Small Business. SBA-GPO, Washington, D.C., 1969.

This publication serves as a guide to areas needing investigation and to some approaches that may be helpful to the prospective buyer or seller of a small business before the buy-sell decision is made. Case examples are used to review the technical aspects of the buy-sell transaction.

Collester, Donald G. The Organization and Sale of Small Businesses. New Jersey Lawyers Skills Series, 1972.

This is a rather technical manual for lawyers. However, it has a large appendix of forms used by small businesses that might be used as examples.

CURRICULA

Although there are many curricula available relating to general business or distributive education, we have chosen only to include curricula dealing specifically with small business.

The State Education Department, Bureau of Continuing Education Curriculum Development. Small Business Management Adult Course Outline. The University of the State of New York, Albany, 1968.

A ten hour, six lesson course teacher's guide. Detailed course content, presupposing knowledge of small business. The course includes teaching suggestions with summaries at the end of each lesson.

_____. Small Business Management Part I. The University of the State of New York, Albany, 1968.

The course outline is designed for the use of teachers of small business management in secondary school programs. Course content and teaching suggestions are given for each lesson. Part I covers reasons for success in small business management, sources for obtaining money, recordkeeping, marketing and selling, advertising and sales promotion and credit and collections.

_____. Small Business Management Part II. The University of the State of New York, Albany, 1970.

This is a continuation of the above course and follows the same format. It covers budgeting, expense control and profit planning, taxation and government regulations, business insurance, employee and public relations, store location and layout and sources of assistance and information.

Training Research and Development Station, Department of Manpower and Immigration. Small Business Management. 3rd ed. Saskatchewan NewStart, Prince Albert, Saskatchewan, Canada, 1973.

Included in this course are the Instructor's Manual (4 volumes, approximately 2,000 pages), Student Materials (a kit for 20 students), and 80 overhead projectuals. The Instructor's Manual sets out the lesson objectives, lists the resources required, and provides detailed lesson plans for each of the 134 lessons covering the following areas: Management Process, Marketing, Finance Accounting and Bookkeeping, Personnel Management, Business Law, Personal Finance, Business Communications, Production Management, and Office Procedures. The introduction to the course explains the many methods and techniques used in the course to encourage involvement and participation of the students in the learning experience. The Student Materials Kit provides the necessary student materials (special readings, exercises, and cases) to be used in conducting the Small Business Management course. There are over 1,200 pages of material per student. The overhead transparencies are used throughout the course as a stimulus to encourage discussion, as visuals to facilitate retention, and as a summary of course content.

APPENDIX A

Books and Periodicals on Small Business Ownership and Management

AUTHOR AND TITLE*	CONTENT AREAS COVERED	GRADE LEVEL	RATINGS**		PRACTICALITY
			GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	
The ABC's of Borrowing. SBA.	finding capital	high school	3	3	4
Abraham, Alfred. Analyze Your Records to Reduce Costs	recordkeeping	college	2	2	3
Albro, Victor. How Time Sheets Improved Production Standards	recordkeeping	college	3	3	4
Allen, Louis. Starting and Succeeding in Your Own Small Business	management	college	3	2	3
Anthony, Edward L., Ed. Equity Capital and Small Business	finding capital	college	2	2	3
Archer, Stephan G. and D'Ambrosio, Charles A. Business Finance: Theory and Management	financial management	college	4	3	4
Arizona State University. Patterns of Success for Small Businesses in Ariz.	success and failure	high school	4	4	4
Arneson, John. Preventive Law for Small Business	legal aspects	college	2	1	4
Banks, Russell, Ed. Managing the Small Company	management	high school college	3-4	2	3
Barker, Phyllis A. Budgeting in a Small Service Firm	financial management	high school	4	3	4
Baumback, D.; Lawyer, K.; and Kelley, P. How to Organize and Operate a Small Business	management	college	4	1	3

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**Scale: 1 = not at all 2 = slightly 3 = somewhat 4 = very 5 = extremely

AUTHOR AND TITLE*	CONTENT AREAS COVERED	GRADE LEVEL	RATINGS**		PRACTICALITY
			GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	
Blackwell, Roger G. Knowing Your Image	selling	high school	3	2	3
Blake, William Henry, Retail Credit and Collections	bibliography	high school	2	2	5-4
Boerum, Marie. Discover and Use Your Public Library	resources	high school	4	4	5
Bragin, Morrie. Starting and Managing a Small Retail Camera Shop	planning management	high school	3	3	4
Broom, Halsey N. and Longnecker, J.G. Small Business Management	management	college	4	2	4
Brown, James K. Social Responsibility and the Smaller Company	social responsibility	college	4	3	5
Bruce, Martin M., Ph.D. Human Relations in Small Business	personnel	college	4	2-3	4
Brummet, R. Lee and Robertson, Jack C. Cost Accounting for Small Manufacturers	recordkeeping	college	2	1	4
Buffa, Elwood S. Modern Production Management	production	college	4	4	4
Bunn, Verna A. Buying and Selling a Small Business	stopping		4	3	4
Bunzel, John. The American Small Businessman	defines small business	college	4	2	3

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AUTHOR AND TITLE*	CONTENT AREAS COVERED	GRADE LEVEL	RATINGS** GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	PRACTICALITY
Business Plan for Retailers	planning	college	2	2	4
Cahill, Jane. Can a Smaller Store Succeed?	success and failure	high school	2-3	2	4
Caley, John. Computers for Small Business	computers	college	2	2	3
Cashin, James S. Building Strong Relations with Your Bank	finding capital	college	2	2	4
Checklist for Going into Business	management	high school	3	3	4
Chidakel, Myer R. Starting and Managing a Carwash	planning management	high school	2	2	4
Christensen, Edward D. Food Stores	bibliography	high school	2	2	3-4
______. Voluntary and Cooperative Food Chains	bibliography	high school	2-1	2-1	4
Clarke, Philip. Small Businesses: How They Survive and Succeed	success and failure	high school	4	2	3
Cohn, Theodore and Lindberg, Roy. How Management is Different in Small Companies	management	college	3	2	3
Collazzo, Charles. Building Good Customer Relations	selling	high school	2	2	[illegible]

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Collester, Donald G. The Organization and Sale of Small Businesses	stopping legal aspects	college	1	1	4
Colorado University. Communicating Info to Small Businessmen	communication	college	3	2	4
"Consumers Battle at Grass Roots," Business Week	social responsibility	high school	3	3	3
Cook, Harvey R. Selecting Advertising Media: A Guide for Small Business	selling	high school	3-2	3-2	4
Costello, Frank, Jr. Retirement Plans for Self-Employed Owner-Managers	legal aspects	college	1	1	3
Cotton, John. Keeping Records in Small Business	recordkeeping	college	3	2	3
Cravens and Hills, "Consumerism: A Perspective for Business," Business Horizons	social responsibility	high school	3	4	3
Crites, Sherman E. "Of Men and Money: The Problems of Small Business," Management Accounting	financial management	college	4	3	4
Crown, Paul. What You Should Know about Retail Merchandising	selling	college	3	2	4
Curtis, S.J. Preventing Burglary and Robbery Loss	burglary	high school	1	1	3

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AUTHOR AND TITLE*	CONTENT AREAS COVERED	GRADE LEVEL	RATINGS**		PRACTICALITY
			GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	
Dailey, Charles A. Entrepreneurial Management: Going All Out for Results	management	high school	4	4	3
Davidson, William R., et al. Retailing	bibliography	high school	3	2	3
De Boer, Lloyd M. Marketing Research Procedures	bibliography	high school	3	2	4
____. Natioanal Directories for Use in Marketing	bibliography	high school	3-2	2-1	4
De Bolt, Don. Men's and Boys' Wear Stores	bibliography	high school	3	3	4
Dible, Donald M. Up Your Own Organization	management	college	4-3	4-3	5-4
Dickson, Franklin J. Successful Management of the Small and Medium-Size Business	management	high school	5	5	5
Dun & Bradstreet. Cost Control in Business	financial management	high school	4	4	4
____. The Failure Record Through 1970	success and failure	high school	1	1	4
Duncan, Delbert. Retailing: Modern Concepts and Practices	management	college	2	2	3

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			GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	
Education Commission of the Material Handling Institute. Improving Material Handling in Small Business	production	college	1	1	3
Erlandson, Ray S. Starting and Managing a Small Retail Music Store	planning management	high school	3	3	4
Fairbrook, Paul. Starting and Managing a Small Restaurant	planning management	high school	3	2	5
Faucett, Philip M. Management Audit for Small Manufacturers	production	college	1	1	3
Forte, Darlene J. Wholesaling		high school	2	2	4
Fourre, James P. Critical Path Scheduling	production	college	2	2	3
Fowler, Robert A. and Hummel, Theodore W. Buyerism - How to Buy a Franchise or a Small Business	location	college	2	2	4
Fram, Eugene. What You Should Know about Small Business Marketing	selling	college	4	3	5
Garrett, Thomas M. Business Ethics	social responsibility	high school	4	3	4
Gibson, James L. and Haynes, W. Warren. Accounting in Small Business Decisions	financial management	college	3	2	3

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			GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	
Gillespie, Karen R. Apparel and Accessories for Women, Misses and Children	bibliography	high school	3	2-3	4
Gilmore, Frank. "Formulating Strategy in Smaller Companies. Harvard Business Review	management	college	4	3	5
Gladwell, Lloyd. Starting and Managing a Small Retail Drugstore	planning management	college	3	2	4
Goodman, Stanley. "The Fallen Image of Business is Dangerous." U.S. News & World Report	social responsibility	college	4	3	4
Goodpasture, Bruce. Danger Signals in a Small Store	success and failure	high school	2	2	3
Gores, Stan. Pet Shops	bibliography	high school	2	2	3-4
Grady, Noel. Starting and Managing a Small Dry Cleaning Business	planning management	high school	3	2	4
Gray, Robert. Handicrafts	bibliography	high school	3	4	4
Greene, Mark. Insurance and Risk Management for Small Business	insurance	college	1	1	4
______. Insurance Checklist for Small Business	insurance	high school	2	2	3

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			GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	
Greene, William. Getting the Facts for Income Tax Reporting	recordkeeping	college	1	1	3
Grey, Milton K. Hobby Shops	bibliography	high school	3	2	4
Grunewald, Donald. What You Should Know about Small Business Management	management	high school	4-3	4-3	5-4
Haas, Kenneth. Professional Salesmanship	selling	college	3	2	4
Halverson, Gerald. Can You Afford Delivery Service	delivery	high school	1	1	3
Hanan, Mack. "Getting Ready for the Services Sell." Sales Management	selling	high school	3	2	3
The Handicraft Business.	selling	college	2	2	3
Hanson, Dale S. "Creative Financing in Today's Economy." Banker's Magazine	financial management	college	4	4	4
Harding, Jack. Retail Selling is Fun!	selling	high school	4	3	3
Hardy, C. Colburn. "SBIC: Aggressive Banking Tool." Banking Magazine	finding capital	college	3	3	3
Harper, Maxwell and Pell, Arthur R. Starting and Managing an Employment Agency	planning management	college	3	2	4

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			GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	
Heyne, Paul T. Private Keepers of the Public Interest	social responsibility	high school	4	4	4
Hoad, W. Cases in Small Business	management	high school	4	3	5
_____, and Rosko, Peter. Management Factors Contributing to the Success or Failure of New Small Manufacturers	production success and failure	college	3	2	4
Hodges, Luther H. The Business Conscience	social responsibility	college	4	2	3
Hollander, Sidney, Jr. Variety Stores	bibliography	high school	3	2-3	2
Holloway, R.J. Marketing Research and Market Planning for the Small Manufacturer	selling	college	2	1	3
Home Businesses - Bookkeeping, Catering, Babysitting.	bibliography	high school	3	4	4
Hosmer, Windsor Arnold, et al. Small Business Management: A Casebook	management	college	2	1	4
Howard, John A. "Don't Sell the Buyer Short." Nations Business	social responsibility	high school	2	3	3
Hungate, R. P. Interbusiness Financing	financial management	college	3	2	5

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			GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	PRACTICALITY
Immer, John. *Profitable Small Plant Layout*	production	college	1	1	3
____. *Starting and Managing a Small Building Business*	planning management	high school	3	2	4
"Industrial Marketing Copy Chasers." *Industrial Marketing*	selling		4	4	4
Internal Revenue Service. *Tax Guide for Small Business*	recordkeeping	college	1	1	4
Janezeck, Elizageth G. *Store Arrangement and Display*	bibliography	high school	3	2	3-4
Janis, Jack. *Writing and Communicating in Business*	communication	high school	3	2	4
Johnson, Barbara. "Census Data: How to Use." *Industrial Marketing*	selling	college	3	2	4
Johnson, Glenn. *Starting and Managing a Small Shoe Service Shop*	planning management	high school	2	2	4
Jordan, Henry J., Jr. "A Checklist for Production and Inventory Controls. *Management Review*	production	college	4	3	5
Katz, Benjamin. *Happiness or Misery*	financial management	college	2	1	4
Kaye, William G. "Take in a New Partner: The Consumer." *Nation's Business*	social responsibility	high school	3	4	4

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Kelley, Pearce, et al. How to Organize and Operate a Small Business	management	high school	3	2	4
Kern, Karl. Soft Frozen Dessert Stands	bibliography	high school	3	2-3	4
Klatt, Laurence A. Small Business Management: Essentials of Entrepreneurship	management	high school college	5	5	5
Kolodny, Leonard. Outwitting Bad Check Passers	bad checks	high school	2	2	4
Komenda, Frank. Sweeping Profit Out the Back Door	financial management	high school	2	2	3
Krone, Paul R. Starting and Managing a Retail Flower Shop	planning management	college	4	3	4
Kudrle, Albert E. Motels	bibliography	high school	3	2-3	4
Lasser, J. K. How to Run a Small Business	management	college	4	3	4
Laughlin, Charles W. Legal Services for Small Retail and Service Firms	legal aspects	high school	3	3	4
Laws, Dwayne. Starting and Managing a Small Retail Hardware Store	planning management	high school	3	2	4
Leavy, Morton L. Law for the Small Businessman	legal aspects	college	2	1	4

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			GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	
Lennon, Victor A. What Is the Best Selling Price?	selling	college	3	1-2	4
Levinson, Robert E. Six Methods for Success in a Small Store	success and failure management	high school	2	2	2
"A Lifestyle for Your New Store." Stores	selling	high school	3	3	3
Lloyd, William B. Woodworking Shops	bibliography	high school	3	3-4	3-4
Loen, Raymond O. Personnel Management	bibliography	high school	2	2	3-4
Lowrey, James. Using a Traffic Study to Select a Retail Site	location	high school	2	2	3
Luick, John F. and Zeigler, William L. Sales Promotion and Modern Merchandising	selling	high school	2	2	3
"Management Aids for Small Plants." Inland Printer/American Lithographer	production	college	3	3	5
Marryshow, Lester. "Check Your Telephone Manners." Supervisory Management	communication	high school	3	3	4
Mayer and Goldstein. The First Two Years: Problems of Small Firm Growth and Survival	success and failure	college	3	2	3

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			GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	PRACTICALITY
McClanahan, William G. Photographic Dealers and Studios	bibliography	high school	3	3-4	3-4
McConkey, D.C. "Will Ecology Kill Small Business." Business Horizons	social responsibility	high school	3	4	4
McEvilla, Dr. Joseph D. Drugstores	bibliography	high school	3	3	3
McGregor, Clarence. Retail Management Problems of Small and Medium-Size Stores	management	college	3	2	4
_____, and Chakonas, Paul C. Retail Management Problems	management	college	3	1	4
McKeever, J. Ross. Factors in Considering a Shopping Center Location	location	high school	3	2	3
McKenna, Francis X. Starting and Managing a Small Drive-In Restaurant	planning management	high school	3	3-2	4
Metcalf, Wendell O. Starting and Managing a Small Business of Your Own	management	college	4	3	5
Michigan, University of. Retail Salesmanship	selling	high school	3	3	4
Miller, Robert. Profitable Community Relations for Small Business	social responsibility	high school	3	2-3	4

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			GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	PRACTICALITY
Millican, Richard D. Selling by Mail Order	bibliography	high school	3	3	4
Minnesota, University of. The Place of Forecasting in Basic Planning for Small Business	planning	high school	2	2	3
Mintz, Harold K. "Business Writing Styles for the 70's." Business Horizons	communication	high school	4	3	3
Mobley, A.J. "The Truth Deson't Really Hurt." Nation's Business	social responsibility	high school	3	3	3
Moore, Carl L. Profitable Applications of the Break Even System	financial management	high school	4	4	4
Moran, Christopher. Preventing Embezzlement	embezzlement	college	1	1	4
Mulvihill, Donald F. Inventory Management	bibliography	high school	2	2	3-4
Murphy, John. Sound Cash Management and Borrowing	financial management	college	2	2	3
Myers, Robert H. Suburban Shopping Centers	bibliography	high school	2	2	4
Nelson, Norbert. Selling Your Crafts	selling	high school	4	4	4

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			GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	
Novick, D. "Cost Benefit Analysis and Social Responsibility." *Business Horizons*	social responsibility	high school	3	3	4
O'Brien, Joseph D. *A Pricing Checklist for Managers*	selling	high school	2	2	3
Olshan, Nathan H. *Recordkeeping Systems - Small Store and Service Trade*	bibliography	college	3	2-1	4
Otterbourg, Robert K. *Building Customer Confidence in Your Service Shop*	selling	high school	3	3-2	4
Pearson, Karl G. *Real Estate Business*	bibliography	high school	3	2	4
Petrof, John et al. *Small Business Management*	management	college	4	3	4
Pickle, Hal. *Personality and Success*	personality characteristics	college	1	1	3
_____; Abrahamson, Roye; and Porter, Alan. "Customer Satisfaction and Profit in Small Business." *Journal of Retailing*	selling	college	4	3	5
Pinney, John J. *The Nursery Business*	bibliography	high school	3	3	4
Proxmire, Senator William. *Can Small Business Survive?*	success and failure	college	3	2	4

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			GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	
Rachman, Davis J. and Elam, Houston G. Retail Management Cases	management	college	3	3	4
Ragan, Robert D. Financial Recordkeeping for Small Stores	recordkeeping	college	2	2	3
"Raising Capital for Small Business." Business Week	finding capital	college	3	2	4
Read, Jeanne. Business English	communication	high school	2	2	4
Reddington, Donald A. "Control Methods for Small Business." Management Accounting	recordkeeping	college	4	2	5
Reed, Walter W. Starting and Managing a Small Automatic Vending Business	planning management	high school	3	3	4
"Retailers Try Out Flexible Face Lifting." Business Week	selling	high school	3	3	4
Rice, J. Wade. Advertising - Retail Store	bibliography	high school	2	2	3
____. Furniture Retailing	bibliography	high school	2	2	2-3
____. Painting and Wall Decorating	bibliography	high school	2	2-3	3-4
____. Retail Florist	bibliography	high school	3-4	3	4

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			GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	
Ringstrom, H.S. Case Studies in Business Success and Failure	management success and failure	college	2	2	4
Robertson, Laura. How to Start a Money-making Business at Home	selling	high school	4	5	5
Rokicki, Gerald J. "This Production Control System for Small Printer Really Does." Inland Printer/American Lithographer	production	college	2	2	4
Rosenberg, R. Robert. Understanding Business Law	legal apsects	college	3	2	3
Ross, Joe and Gores, Stan. Starting and Managing a Pet Shop	planning management	high school	3	2	4
Rotch, William. Management of Small Enterprises Cases and Readings	management	college	4	3	5
Rubel, S.M. and Novotny, Eds. How to Raise and Invest Venture Capital	finding capital	college	4	3	5
Rust, Edward B. "What Business Must Do It It Is to Survive." U.S. News &' World Report	social responsibility	high school	3	4	3
Safran, Claire, "Rags to Riches Female Style." Today's Health	management	high school	3	3	3

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			GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	
Sanzo, Richard. Ratio Analysis for Small Business	recordkeeping	college	2	1	3
Schwartz, Irving. Personal Qualities Needed to Manage a Store	personal characteristics	high school	2	2	3
"The Shopper's Friend at Giant Supermarkets." Business Week	social responsibility	high school	3	3	3
Slattery, James. Business Letter Writing	communication	high school	2	2	4
"Slowdown Creeps up on the Small Store." Business Week	success and failure	high school	3	3	4
"Small Business Can Be Exporters." Commerce Today	exporting	high school	2	4	3
"Smallness Can Be an Advantage." Stores	defines small business	college	4	3	3
Smith, Leonard J. Training Commercial Salesmen	bibliography	high school	3	2	4
Smith, Norman Raymond. The Entrepreneur and His Firm	personal characteristics	college	3	2	5
Sorbet, Elizabeth M. Measuring the Results of Advertising	selling	high school	3	2	4-3
Spencer, H. "The Dangers of Social Responsibility." Conference Board Record	social responsibility	college	3	3	3

* SBA materials are available from regional SBA offices at a nominal cost. All other materials are available at public or university libraries.

**Scale: 1 = not at all 2 = slightly 3 = somewhat 4 = very 5 = extremely

AUTHOR AND TITLE*	CONTENT AREAS COVERED	GRADE LEVEL	RATINGS**		PRACTICALITY
			GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	
Starting and Managing a Service Station	planning management	college	3	4	4
Starting and Managing a Small Retail Jewelry Store	planning	high school	3	2	3
Steinmetz, Laurence M. et al. Managing the Small Business	management	college	5	3	5
Steps in Incorporating a Business	legal aspects	college	2	1	2
"Stiffer Rules for Business Ethics." Business Week	social responsibility	high school	3	3	3
Stone, Morris. Arbitration: Peace Maker in Small Business	legal aspects	college	2	2	3
Stumm, Davis A. "Conducting a Job Interview - Select - Don't Settle." Supervisory Management	personnel	college	4	2	4
Swift, Marvin H. "Clear Writing Means Clear Thinking." Harvard Business Review	communication	college	3	2	4
Taylor, Charles. Merchandise Assortment Planning: The Key to Profit	selling	college	2	2	4
Telchn, Charles and Helfant, Seymour. Plan Your Store for Maximum Sales and Profit	selling	college	3	3	4

* SBA materials are available from regional SBA offices at a nominal cost. All other materials are available at public or university libraries.

**Scale: 1 = not at all 2 = slightly 3 = somewhat 4 = very 5 = extremely

AUTHOR AND TITLE*	CONTENT AREAS COVERED	GRADE LEVEL	RATINGS** GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	PRACTICALITY
"Tips for the Boss When It's Time to Fire." Personal Business	personnel	high school	3	3	4
Towle, Joseph W. et al. Ethics and Standards in American Business	social responsibility	college	4	2	3
U.S. Chamber of Commerce, Committee on Economic Policy. Small Business - Its Role and Its Problems	defines small business	high school	2	2	3
U.S. Senate. Small Business Failures Reports	success and failure	college	2	2	4
Valenti, Gabriel M. Interior Display: A Way to Increase Sales	selling	high school	3	3	4
Van De Mark, Robert. Controlling Inventory in Small Wholesale Firms	recordkeeping	college	1	1	4
Verrill, Addison. Reducing Shoplifting Losses	selling	college	2	2	3
Vorzimer, Louis. Using Census Data to Select a Store Site	location	college	2	2	4
Wals[illegible] William J. "Writing Job Descriptions: How and Why." Supervisory Management	personnel	college	3	2	4

* SBA materials are available from regional SBA offices at a nominal cost. All other materials are available at public or university libraries.

**Scale: 1 = not at all 2 = slightly 3 = somewhat 4 = very 5 = extremely

AUTHOR AND TITLE*	CONTENT AREAS COVERED	GRADE LEVEL	RATINGS**		PRACTICALITY
			GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	
Wanderstock, Dr. Jeremiah H. Restaurants and Catering	bibliography	college	3-4	2-3	5
Ware, Henry H. Starting and Managing a Swap Shop or Consignment Sale Shop	planning management	high school	3	3	4
Weber, Fred E., Jr. Locating or Relocating Your Business	location	high school	2	1	4
Weiss,Allen. "Better Business Writing." Supervisory Management	communication	college	3	2	4
Weiss, E.B. 1010 Tested Ideas That Move Merchandise	selling	college	4	3	5
"What Consumers Call Quality." Management Review	social responsibility	college	3	2	3
"What's the Right Price?" Purchasing	purchasing	high school	4	3	4
Wheelwright, S.C. "Strategic Planning in Small Businesses." Business Horizons	planning	college	4	3	4
"When an Employee's Behavior Becomes a Problem." Supervisory Management	personnel	high school	4	3	4
Whittington, Harold. Starting and Managing a Small Motel.	planning management	high school	1	1	3
Wienan, Solomon. The Blue Book of Business Letter Writing.	communication	high school	2	2	4

* SBA materials are available from regional SBA offices at a nominal cost. All other materials are available at public or university libraries.

**Scale: 1 = not at all 2 = slightly 3 = somewhat 4 = very 5 = extremely

AUTHOR AND TITLE*	CONTENT AREAS COVERED	GRADE LEVEL	RATINGS** GENERAL APPEAL TO TEACHER	GENERAL APPEAL TO STUDENT	PRACTICALITY
Williamson, Max L. Bookstores	bibliography	high school	2	1	2
Windeshausen, H. Nicholas. Discount Retailing	bibliography	high school	2	2	3-4
Wingate, Isabel B., Ph.D. Buying for Retail Stores	bibliography	college	2	2	4-3
Wingate, John W. Management Audit for Small Retailers	management	college	2	1	3
Wingate, John and Halfant, Seyman. Small Store Planning for Growth	planning	college	2	2	4
Witt, Scott. How to Make Big Money at Home in Your Spare Time	selling	high school	3	2	3
Woelful, B. La Salle. Guides for Profit Planning	planning	college	3	3	5
Wood, Jane. Selling What You Make	selling	high school	3	4	4
Woodruff, Archibald M. and Alexander, T.G. Success and Failure in Small Manufacturing	production success and failure	college	2	1	4
Zeitlin, Lawrence. "The Easiest Kind of Job Enrichment: Let Employees Steal." Psychology Today	personnel	high school	4	4	4

* SBA materials are available from regional SBA offices at a nominal cost. All other materials are available at public or university libraries.

**Scale: 1 = not at all 2 = slightly 3 = somewhat 4 = very 5 = extremely

APPENDIX B

Films on Small Business Ownership and Management

TITLE AND DEVELOPER	CONTENT AREA	LENGTH	AUDIENCE	AVAILABILITY	COST
The Advertising Question. SBA	selling	13 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
Anything Is Possible -- With Training. SBA	personnel	13 minutes	high school/adult	National Audiovisual Center, GSA, Wash., DC	
Burglary Is Your Business. SBA	crime prevention	15 minutes	high school/adult	National Audiovisual Center, GSA, Wash., DC	
Burton, Phillip. The $100,000 Misunderstanding. (1971)	community relations	black & white 19 minutes	senior high school/adult	Audiovisual Center, Indiana University, Bloomington,IND.47401	Sale $150.00 Rental $10.00
The Business Plan. SBA	planning	14 minutes	senior high school/adult	National Audiovisual Center, GSA, Wash.,DC	
The Calendar Game. SBA	selling	13 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
A Case in Point. SBA	management	13-1/2 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
Dun & Bradstreet. Small Business USA: The Story of Main Street. (1955)	success and failure	black & white 30 minutes	college/adult businesspersons	Dun & Bradstreet 99 Church St., N.Y., N.Y. 10007	free
Dyer, Vincent. Lloyd's Cafe. (1972)	personality characteristics	color 24 minutes	high school/adult	Vincent Dyer, 17529 San Jose St., Granada Hill,CA.91344	Sale $360.00 Rental $30.00
The Follow-up. SBA	selling	13 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
Furman, William A. The Stones of Eden. (1966)	basic economic concepts	color 31 minutes	senior high school/adult	Contemporary McGraw-Hill Films, 330 W. 42nd St., N.Y., N.Y. 10036	Sale $295.00 Rental $20.00
The Habit of Winning. SBA	personality characteristics	28 minutes	senior high school/adult	National Audiovisual Center, GSA, Wash.,DC	

TITLE AND DEVELOPER	CONTENT AREA	LENGTH	AUDIENCE	AVAILABILITY	COST
The Heartbeat of Business. SBA	financial management	14 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
The Inside Story. SBA	crime prevention	15 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
It Can Happen to Yo[illegible] SBA	crime prevention	15 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
It's Your Move. SBA	location	13 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
Klein, Walter J. My Favorite Grocer. (1973)	management	color 15 minutes	senior high school/adult	W. J. Klein Co., 6301 Carmel Rd., Charlotte, N.C.28211	Free
The Language of Business. SBA	recordkeeping	14 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
The Man or Woman for the Job. SBA	personnel	14 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
Norwood Studios. The Marvelous Mousetrap. (1963)	management	color 24 minutes	junior high through adult	BNA Films, 5615 Fishers Lane Rockville,MD. 20852	Free
The Paperhangers. SBA	crime prevention	31 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
Plant Pilferage. SBA	crime prevention	32 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
The Professional. SBA	selling	30 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
The Real Security. SBA	adaptability	20 minutes	senior high school/adult	National Audiovisual Center, GSA, Wash.,DC	
Russell, David. What Is Business? (1974)	small business defined	color 10 minutes	junior high/ high school	Sandler Institutional Films, 1001 N. Poinsetta Place, Los Angeles,CA. 90046	Sale $140.00 Rental $15.00

TITLE AND DEVELOPER	CONTENT AREA	LENGTH	AUDIENCE	AVAILABILITY	COST
Sandler, Allan Frank. The Women's Prejudice Film. (1972)	women and work	color 18 minutes	senior high/ adult	Sandler Institutional Films, 1001 N. Poinsetta Place, Los Angeles, CA. 90046	Sale $255.00 Rental $30.00
The Seventh Chair. SBA	credit and collection	12-1/2 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
The Shoplifter. SBA	crime prevention	20 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
A Step in the Right Direction. SBA	recordkeeping	12 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
They're Out to Get You. SBA	crime prevention	12-1/2 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
Three Times Three. SBA	resources	11 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
Variations on a Theme. SBA	selling	13 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	
Wisconsin, University of. Managing a Successful Business. (1970)	management	black & white 90 minutes	high school/adult	University of Wisc., Bureau of Audiovisual Instruction. 1327 University Ave., Madison,WIS. 53706	Sale - not available Rental $7.50.
You and Your Customers. SBA	selling	14 minutes	high school/adult	National Audiovisual Center, GSA, Wash.,DC	

APPENDIX C

Curricula on Small Business Ownership and Management

TITLE AND DEVELOPER	COMPLETENESS*	EXTENT OF VALIDATION	MEANS OF VALIDATION	VALIDATED WHERE OR BY WHOM	SOURCES OF FUNDS FOR DEVELOPMENT	AVAILABILITY	COST
Small Business Management Adult Course Outline, New York State Bureau Continuing Education Curriculum Development	complete	not available	classroom use	New York State Adult Education Program	State University of New York through New York Dept of Education	New York State Education Dept. Albany, New York	not available
Small Business Management Part I, The State Education Dept., the University of the State of New York, Bureau of Continuing Education Curriculum Development	complete	not available	classroom use	New York State secondary schools	State University of New York through New York Dept. of Education	New York State Education Dept. Albany, New York	not available
Small Business Management Part II, The State Education Dept., The University of the State of New York, Bureau of Continuing Education Curriculum Development	complete	not available	classroom use	New York State secondary schools	State University of New York through New York Dept. of Education	New York State Education Dept. Albany, New York	not available
New Small Business Management Training Materials. Saskatchewan Newstart, Inc.	complete	not available	not available	not available	Saskatchewan Newstart and Training Research and Development Station	Saskatchewan Newstart, Inc., 101 River St.E., Prince Albert, Saskatchewan S6V5T2	$654.95 (1973)

*Completeness with respect to the five major aspects of curriculum development: objectives, content, learning experiences and teaching strategies, teaching aids, and evaluation.

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0200

EJ160079 CE506420
The Introductory College Business Course: A New Dimension
Podell, Joel; And Others
Journal of Business Education, 52, 8, 352-354 May 77

Describes various methodologies used at the Queensboro Community College, New York, to enrich some of the topics traditionally included in the introductory course such as union management relations, social responsibility and business ethics, internal organization structure, and small business management. (TA)

Descriptors: *Business Education/*Curriculum Development/*Course Content/*Teaching Methods/Business Subjects/Junior Colleges/Course Descriptions

Identifiers: Small Businesses

EJ160030 CE506371
Teaching Small Business Ownership and Management
Leach, James A.
Illinois Career Educational Journal, 33, 4, 27-29 Spr 77

Topics discussed include integrating small business ownership with existing programs; establishing awareness, exploration, and orientation activities; and preparation for small business ownership. A curriculum guide developed for teaching small business ownership and management is also described. (TA)

Descriptors: *Management/*Integrated Curriculum/*Curriculum Development/*Career Exploration/Career Education/Elementary Secondary Education/Post Secondary Education/Higher Education/Vocational Education/Resource Materials

Identifiers: *Small Businesses

EJ156622 CE506132
Small Business Ownership: A Neglected Career Option
Nelson, Robert E.; Bober, Gerald F.
Business Education World, 57, 4, 22-23, 30 Mar-Apr 77

Topics discussed in this article are changes in small business, education for small business ownership, curriculum development, other materials, and implications for occupational education. Needs are cited for total programs that will adequately prepare young people to successfully pursue careers in small business ownership and management. (TA)

Descriptors: *Curriculum Development/*Business Administration/*Career Education/Business Education/Management Development/Career Choice/Career Planning/Resource Materials/Occupational Information

Identifiers: *Small Businesses/Entrepreneurship

EJ154579 CE506077
Preparation for Independent Practice
Simms, Elsie
Nursing Outlook, 25, 2, 114, 117-118 Feb 77

Both students and faculties in nursing programs prefer more courses that would help nurses to become entrepreneurs in the practice of nursing. These courses should preferably be offered as electives or as a minor. (Author)

Descriptors: *Nursing/*Curriculum Development/*Business Administration/Medical Education/Higher Education/Career Planning/School Surveys/Program Design/Business

EJ154428 AA524803
Venture Capital—Entrepreneurship for Curriculum Change
Deane Edward
Clearing House, 50, 2, 75-6 Oct 76

Discusses the need to develop a psychological climate conducive to change in schools, the financing necessary for adequate system of research and development, and the limits research proposals should encompass to meet community needs. (RK)

Descriptors: *Curriculum Development/*Educational Change/*Educational Research/*Educational Finance/*Program Proposals/Educational Innovation/Educational Environment

EJ149251 AA523715
The Big Idea of Thinking Small!
Rieben, Cynthia Wootton
American Education, 12, 5, 24-7 Jun 76

Through their Small Business Institute, University of Alaska students get practical experience while helping businessmen solve management problems. (Editor)

Descriptors: *Student Experience/*Management Education/*School Industry Relationship/*Learning Experience/*Program Descriptions/Universities/Program Evaluation/Relevance (Education)/Business

Identifiers: *Small Business Institute/*Alaska

EJ143653 SE517143
Course/Workshop Complementarity
Kane, Dan
Journal of Environmental Education, 7, 4, 24-30 76

This paper discusses the law-related studies provided in a human ecology degree program. The studies involve workshops which are project-oriented experiences and courses which provide skills and knowledge. The program emphasizes law relating to land use management, small business enterprises, consumer protection, real estate, and family. (MR)

Descriptors: *Environmental Education/*Higher Education/*Laws/*Program Descriptions/*Undergraduate Study/Course Descriptions/College Programs/Program Content

EJ140901 CE505212
Small Business Institute for Educators
Nelson, Robert E.
Illinois Career Education Journal, 33, 2, 39-42 Win 76

A federally sponsored Small Business Institute in the College of Education at the University of Illinois, Champaign-Urbana Campus was established to provide community college business instructors with opportunities to work on a continuing basis as consultants to small businesses. (Author/EA)

Descriptors: *Career Education/*Teacher Educators/*Occupational Information/*Vocational Development/*Business Management/Federal Programs/Post Secondary Education/Resource Materials/Community Colleges

Identifiers: *Small Business Institute/*Entrepreneurial Development Training

EJ135680 CE504764
Junior Achievement: Career Education Since 1919
Maxwell, Richard

Business Education Forum, 30, 7, 22-4 Apr 76

The article points out how the Junior Achievement program has provided youth with hands-on work experience and the responsibilities of administering a small business. Program goals, operation, and expansion over its 55-year history are described. (Author/MS)

Descriptors: *Business Skills/*Business Administration/*Youth Programs/*National Organizations/*Program Descriptions/Career Education/Cocurricular Activities/Work Experience Programs

Identifiers: *Junior Achievement

EJ108639 CE502146

Achievements of the ITB's—Furniture and Timber Industry Training Board

Industrial Training International, 9, 10, 304-6 Oct 74

The Furniture and Industry Training Board set out in 1965 to find a means of successfully implementing management training in small firms. The author describes research efforts undertaken by the Board which led to the development of the training program now in use—management development based on company appraisal. (AJ)

Descriptors: *Program Descriptions/*Management Development/*Management Education/*On the Job Training/*Consultants/Foreign Countries/Adult Education/Organization Size (Groups)/Workshops

Identifiers: Great Britain/Small Businesses

EJ103787 CE501725

Make Your Own Accounting Practice Sets?

Orsborn, Karen J.

Journal of Business Education, 50, 1, 15-6 Oct 74

Students test their knowledge of accounting theory by setting up a small business and following through its total development by use of the accounting practice sets. (BP)

Descriptors: *Accounting/*Teaching Techniques/*Small Group Instruction/*Tutorial Programs/Business Education/Secondary Grades/Junior Colleges/Guidelines/Business Skills/Instructional Materials

ED146438 08 CE013689

Minority Ownership of Small Businesses. Thirty Case Studies

District of Columbia Public Schools, Washington, D.C.: Education Systems Resources Corp., Arlington, Va.

72 95p.; For a related document see ED 074 284

Sponsoring Agency: Bureau of Adult, Vocational, and Technical Education (DHEW/OE), Washington, D.C.; Office of Minority Business Enterprise (DOC), Washington, D.C.

Report No.: DHEW-OE-72-26

Available from: Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402 (Stock Number 1780-0882, $1.00)

EDRS Price MF--$0.83 HC--$4.67 Plus Postage

Intended as an alternative method of learning for the adult minority business student, this document presents thirty case studies of minority individuals who have started their own business ventures. These case studies are designed to provide material for class discussions, an introduction for role playing, or a resource for individual study. Each case reports the events and circumstances as perceived by the individual business persons and others involved in managing, financing, or otherwise assisting the various ventures. The cases also illustrate the particular problems confronting the minority members who participate in a wide variety of businesses in retail sales, various areas of the service trade, manufacturing and construction. These case studies form the background for the materials presented in "Minority Ownership of Small Businesses—Instructional Handbook" (see related note). (BM)

Descriptors: Adult Education/Adult Vocational Education/*Black Businesses/Business/Business Education/*Case Studies/Construction Industry/Financial Needs/*Financial Problems/Financial Support/Guides/*Management/Manufacturing Industry/*Minority Groups/Retailing/Service Occupations

Identifiers: *Small Businesses

ED141015 RC009951

Reservation Economic Development. A Course in Small Business

Black Hills State Coll., Spearfish, S. Dak.

Dec 75 165 p.

Available from: Supply Store, Black Hills State College, Spearfish, South Dakota 57783 ($1.20)

EDRS Price MF–$0.83 HC–$8.69 Plus Postage

Emphasizing the specific details of organizing and operating a business on an Indian reservation, this course syllabus is designed to provide American Indian college students with a general and basic understanding of past, existing, and future economic concepts affecting Indian reservations and to provide a practical, working understanding of business organization, business procedures, and business management. This eight-chapter text includes numerous tables and charts and chapters focused upon the following: the history of economic development on South Dakota Indian reservations; organization of small businesses on Indian reservations; initial steps in starting small businesses (site selection, equipment, facilities, etc.); small business operational procedures (purchasing, pricing, merchandizing policies, selling, etc.); small business considerations (credit and collection, budgeting, recordkeeping, business risks and insurance, banking, etc.); personnel procedures (hiring, firing, etc.), and the unique government-reservation relationship. The subject matter presented in chart form includes: low and high status occupational categories; sole proprietorship; partnership; corporation; store lay out; and purchasing a cycle. Each chapter includes a narrative followed by discussion questions. Also included are extensive appendixes and a bibliography. (JC)

Descriptors: Adult Education/*American Indians/Budgets/Business Administration/Curriculum Guides/*Economic Development/Ethnic Studies/Facilities/*Higher Education/Personnel Selection/Recordkeeping/*Reservations (Indian)/Site Selection/*Textbooks

Identifiers: *Native Studies/*South Dakota

ED134827 08 CE010068

Minding Your Own Small Business. Final Report.

Athena Corp., Bethesda, Md.

Jun 76 11 p.; For related documents see CE 010 065-068

Sponsoring Agency: Office of Education (DHEW), Washington, D.C.

Contract No.: OEC-0-74-9030

EDRS Price MF–$0.83 HC–$1.67 Plus Postage

Curriculum development efforts, pilot testing, and recommendations are described for a one-semester course on small business ownership and management at the secondary school level. The entire curriculum was developmentally tested on ten high school students. Revisions were made during and after each session based on student critiques and instructor observations. A pilot test of the curriculum was conducted in the fall of 1975 at a local area high school, which resulted in further revisions. Recommendations made include the following: (1) Implementation: This curriculum should be offered in secondary schools as part of general education programs, not exclusively as a "vocational" course, and preferably not limited to those interested in business or economics. It should be made available to all students, and its description in the course catalogues should make clear its generic nature. (2) Marketing: Given the interest in the curriculum expressed by state boards of education, directors of vocational programs, and secondary school teachers during curriculum development, it is recommended that marketing efforts be directed toward disseminating the curriculum rather than creating a demand for it. (3) Pilot testing: The pilot test conducted was not of sufficient size from which to generalize about the curriculum's effectiveness and usability. Further testing is recommended to establish its validity for widespread use. (TA)

Descriptors: *Business Administration/*Business Education/Business Subjects/*Career Exploration/Course Evaluation/Courses/*Curriculum Development/Management Games/Program Descriptions/Senior High Schools/Simulation/Teaching Methods/Vocational Education

ED134826 08 CE010067
Minding Your Own Small Business. Teacher's Manual.
Athena Corp., Bethesda, Md.
76 357p.; For related documents see CE 010 065-068
Sponsoring Agency: Office of Education (DHEW), Washington, D.C.
Contract No.: OEC-0-74-9030
EDRS Price MF-$0.83 HC-$19.41 Plus Postage.

The one-semester high school course in small business ownership/management for which this manual is designed is intended to easily articulate with both general and vocational education curricula. Focus of the course is on general management skills with opportunity to develop and practice problem solving, decision making, and resource management. Included in the manual is the entire curriculum outline divided into content (the topic of each module, a brief summary of the content, and concepts and objectives) and process (estimated time to cover the content of the module, the particular teaching strategy used, and the preparation necessary to teach the module). The 35 modules are divided into four units: "The Sixteen Hour Day," "The Market is People," "Dollars and Decisions," and "Managing for Success." (Two small business simulation games which are an integral part of the curriculum, 23 class periods, are bound separately.) Also included in this manual are (1) sample evaluations for each of the units with questions of both an objective and subjective nature, (2) copies of all the student information sheets needed, (3) a list of references to other materials related to the content of each module, (4) a glossary of relevant terminology, and (5) an annotated bibliography covering the subject of small business. (TA)

Descriptors: *Business Administration/*Business Education/Business Subjects/Career Exploration/Course Content/Curriculum Guides/*High School Curriculum/Instructional Materials/*Job Skills/Learning Modules/Management Games/Manuals/Marketing/Merchandising/Resource Guide/Resource Materials/Retailing/Secondary Education/Simulation/*Skill Development/Teaching Guides/Teaching Methods/Teaching Techniques/Vocational Education.

ED134824 08 CE010065
Minding Your Own Small Business. Simulation Game 1.
Athena Corp., Bethesda, Md.
76 196p.; For related documents see CE 010 065-068
Sponsoring Agency: Office of Education (DHEW), Washington, D.C.
Contract No.: OEC-0-74-9030
EDRS Price MF-$0.83 HC-$10.03 Plus Postage.

Designed as an integral part of a one-semester course in small business ownership and management for high school students, this first of two simulation games is intended to be introduced after the students have received a general introduction to the principles of small business ownership and management. The game is divided into two segments—Starting a Business and Running a Business. The first section emphasizes choosing a location; the second segment emphasizes recordkeeping and the effect of pricing. Each segment is intended to take four consecutive class periods to play with a break of up to two weeks between the segments. In the game the students start and run simulated businesses with the objectives of applying the principles they have learned in class and of developing decision-making skills. Included in the manual are teaching-learning objectives, the teacher's guide to daily lessons (complete instructions for preparation, materials, classroom setup, student activity, discussion, evaluation, etc.), and the complete game materials. (The teacher's manual for the course of which the game is a part is bound separately.) (TA)

Descriptors: *Business Administration/*Business Education/Business Subjects/*Career Exploration/Decision Making Skills/Instructional Materials/*Management Games/Marketing/Merchandising/Retailing/Senior High Schools/*Simulation/*Skill Development/Vocational Education

Identifiers: *Small Businesses

ED134825 08 CE010066

Minding Your Own Small Business. Simulation Game 2.

Athena Corp., Bethesda, Md.

76 347p.; For related documents see CE 010 065-068

Sponsoring Agency: Office of Education (DHEW), Washington, D.C.

Contract No.: OEC-0-74-9030

EDRS Price MF–$0.83 HC–$18.07 Plus Postage

Designed as an integral part of a one-semester course in small business ownership and management for high school students, this second of two simulation games is intended to be introduced at the end of Unit 2, "The Market is People," and completed in Unit 3, "Dollars and Decisions." The game is divided into two segments–Starting a Business and Running a Business. The first segment, designed for six class periods, emphasizes making a business plan. The second segment, designed for nine class periods, emphasizes continuous business planning. (The entire game focus is on the importance of marketing and financial planning in successful business management and the importance of participation in community and business organizations. The simulation experience is intended to assist the students in developing planning skills by providing an opportunity for them to make a plan, receive an evaluation of it, put the plan into effect, see the results of the plan, and revise the original plan in response to changing condition.) Included in the game manual are (1) the game description (overview, objectives, the game model, and evaluation of players' performance); (2) the teacher's guide to daily lessons (complete instructions for preparation, materials, classroom setup, student activity, discussion, etc.); and (3) the complete game materials. (The other game and the teacher's manual for the course of which the games are a part are bound separately.) (TA)

Descriptors: *Business Administration/*Business Education/Business Subjects/*Career Exploration/Decision Making Skills/Instructional Materials/*Management Games/Marketing/Merchandising/Retailing/Senior High Schools/*Simulation/*Skill Development/Vocational Education

Identifiers: *Small Businesses

ED134729 CE009479

Small Business Bookkeeping, Part I. A Suggested Adult Business Education Course.

New York State Education Dept., Albany. Bureau of Continuing Education Curriculum Development.

73 127p.; For related document, see CE 009 480

EDRS Price MF–$0.83 HC–$7.35 Plus Postage.

This instructor's guide, suitable for use in the adult education programs of school districts, of Boards of Cooperative Educational Services (BOCES), and in the community colleges of New York State, presents course outlines and material for those who are either keeping a set of records for a small business or who wish to prepare to do so. The guide consists of 10 lessons and 5 problems designed for use in 10 sessions of 3 hours each. The illustrations and problems are based on a service business. The 10 lessons are (1) Introduction; (2) Sources of Data and Journalizing; (3) Combined Cash Journal, Ledger Accounts, and Posting; (4) Journalizing, Posting T-Account Ledger, Trial Balance; (5) Standard 2-Column Ledger; (6) Reconciling a Bank Statement and Making a Payroll; (7) Reporting and Remitting Taxes; (8) Journalizing for Problem 5; (9) Ledger Entries for April in Problem 5; and (10) Trial Balance, Balance Sheet, and Income Statement for Problem 5. Lessons consist of a content outline with teaching suggestions, techniques, and references. Also included is a section on tips for teachers of adult classes in small business bookkeeping and a large section of illustrations, forms, and solutions to problems. (WL)

Descriptors: *Adult Education/*Bookkeeping/Business/*Business Education/*Business Subjects/Course Content/*Curriculum/Curriculum Guides/Instructional Materials/Teaching Guides

ED134730 CE009480

Small Business Bookkeeping, Part II. A Suggested Adult Business Education Course.

New York State Education Dept., Albany. Bureau of Continuing Education Curriculum Development.

75 114p.; For related document, see CE 009 479

EDRS Price MF–$0.83 HC–$6.01 Plus Postage.

This guide is designed for the second part of a two-part bookkeeping course for adults who are either keeping a set of records for a small business, or who wish to prepare to do so. The following seven lessons are included and are based on a business making retail sales of goods: (1) Introduction; (2) Data Sources and Recording for a Trading Business; (3) Journalizing, Posting, and Trial Balance; (4) Journalizing, Posting and Trial Balance (continued); (5) Eight-Column Worksheet, and Preparing Financial Statements; (6) Adjusting and Closing the General Ledger, and Preparing the Post-Closing Trial Balance; and (7) Practical Problems. (Lessons 1 through 6 cover about three hours of class time each. Lesson 7 is a practice problem requiring about four class sessions of three hours each.) The appendixes contain illustrations, forms, and solutions to problems; a practical application problem; and tips for teachers of adult classes in small business bookkeeping. (WL)

Descriptors: *Adult Education/*Bookkeeping/Business Education/Curriculum Guides/Learning Activities/Lesson Plans/Post Secondary Education

ED133570 08 CE009651

Small Business Management Volume I: Instructor's Manual. An Adult Education Program.

Persons, Edgar A.; Swanson, Gordon I.

Minnesota Univ., St. Paul. Dept. of Agricultural Education; Minnesota Univ., St. Paul. Dept. of Vocational Education

May 76 127p.; For related documents see CE 009 649-651 and CE 009 659

Sponsoring Agency: Office of Education (DHEW), Washington, D.C.

Report No.: VT-103-482

Grant No.: OEG-0-73-5245

EDRS Price MF–$0.83 HC–$7.35 Plus Postage

This instructor's manual is intended to serve as a guide for establishing a small business management adult education program in the local community that will help small business entrepreneurs solve their business management problems and attain the goals they have established for their businesses and their families. (The program curriculum and practice problems are in separate volumes.) Contents of the guide are organized into eight chapters covering the following topics: (1) Philosophy and description of the program (a 3-year program including classroom instruction coupled with ongoing at-the-business instructional visits), (2) responsibilities of the instructor, (3) utilization of advisory council, (4) implementing the program, (5) securing enrollment, (6) organization of the instructional program, (7) evaluation instruments for teacher and student, and (8) an annotated bibliography. A recruitment packet in Chapter 5 includes samples of illustrative materials that may be used to provide information when interviewing potential enrollees, along with a contact letter and agreement form. The annotated bibliography is designed to accompany the instructional units of the program and contains the materials listed as references and resources. Arranged alphabetically by publisher, the information presented for each entry includes date, title, author, content areas, suggested use, source, and price. Also listed are transparencies available free from the Small Business Administration. (This manual is one of four volumes produced by the project entitled "Development, Demonstration, and Evaluation of Management Education Programs for Small Business Entrepreneurs, Including Minorities.") (RG)

Descriptors: Administrator Guides/*Adult Education Programs/Annotated Bibliographies/*Business Administration/Business Education/*Community Education/*Management/Manuals/Post Secondary Education/Program Administration/Program Design/*Program Development/Recruitment/Student Evaluation/Teacher Evaluation

Identifiers: *Small Business Management

ED133569 08 CE009650

Small Business Management Volume II: Business Analysis. An Adult Education Program.

Persons, Edgar A.; Swanson, Gordon I.

Minnesota Univ., St. Paul. Dept. of Agricultural Education; Minnesota Univ., St. Paul. Dept. of Vocational Education.

May 76 316p.; For related documents see CE 009 649-651 and CE 009 659

Sponsoring Agency: Office of Education (DHEW), Washington, D.C.

Report No.: VT-103-483

Grant No.: OEG-0-73-5245

EDRS Price MF–$0.83 HC–$16.73 Plus Postage

A practice problem in year-end business analysis is presented to provide experience with a system of single-entry bookkeeping as part of a small business management adult education program. The problem simulates an entire business year and includes transactions involving general business revenues and expenses pertaining to most small retailing organizations. A standardized chart of accounts is included which is generally adaptable to computerization and can be applied to most double-entry accounting systems. Data forms are included to aid in compiling the necessary information for a complete business analysis. Complete, step-by-step instructions for filling in the data forms specify the exact input required for each line and column on the data forms. Documentation for the business analysis includes a line-by-line description of each item contained in the table of analysis. The data form number and specific line numbers are also included. Appendixes contain keys to the practice problem and data forms and an analysis and interpretation of the business analysis problem. (This is one of four volumes produced by the project entitled, "Development, Demonstration, and Evaluation of Management Education Programs for Small Business Entrepreneurs, Including Minorities.") (Author/NJ)

Descriptors: *Accounting/Adult Education/*Bookkeeping/*Business Administration/Business Education/Instructional Materials/*Learning Activities/Management/Post Secondary Education/Recordkeeping/*Simulation

Identifiers: *Small Business Management

ED133568 08 CE009649

Small Business Management Volume III: Curriculum. An Adult Education Program.

Persons, Edgar A.; Swanson, Gordon I.

Minnesota Univ., St. Paul. Dept. of Agricultural Education; Minnesota Univ., St. Paul. Dept. of Vocational Education

May 76 469p.; For related documents see CE 009 649-651 and CE 009 659
Sponsoring Agency: Office of Education (DHEW), Washington, D.C.
Report No.: VT-103-484
Grant No.: OEG-0-73-5245
EDRS Price MF–$0.83 HC–$24.77 Plus Postage

The small business management adult education program outlined in this curriculum guide is designed to help small business entrepreneurs solve their business management problems and attain the goals they have established for their businesses and their families. (An instructor's manual and practice problems are in separate volumes.) The three-year curriculum includes individual at-the-business instruction as an integral part of the teaching plan. The first year deals with the reasons for keeping records, what records to keep, and how to keep them easily and accurately. The second year covers the study and interpretation of the small business analysis. The third year utilizes the records and analyses of the previous years to make plans for future changes in the business, with more emphasis placed on work with individual families at their business and home and less on group instruction. Following an introductory section, the units of instruction (12 to 14 for each year) are presented. Each unit contains the following parts: Student objectives, transition of units (unifying themes), lesson (including key questions and teaching strategies), unit summary, at-the-business instruction, resources and equipment needed, list of references, and appendixes containing student handouts, worksheets, and/or transparency masters. (This guide is one of four volumes produced by the project entitled, "Development, Demonstration, and Evaluation of Management Education Programs for Small Business Entrepreneurs, Including Minorities.") (Author/RG)

Descriptors: *Adult Education Programs/*Business Administration/Business Education/Business Skills/*Curriculum/Curriculum Guides/*Management/Post Secondary Education/*Recordkeeping/Teaching Guides/Unit Plan/Units of Study (Subject Fields)

Identifiers: *Small Business Management

ED133572 08 CE009659

Small Business Management Volume IV: Final Report. An Adult Education Program. Development, Demonstration and Evaluation of Management Education Programs for Small Business Entrepreneurs, Including Minorities

Persons, Edgar A.; Swanson, Gordon I.

Minnesota Univ., St. Paul Dept. of Agricultural Education; Minnesota Univ., St. Paul Dept. of Vocational Education

May 76 174p.; For related documents see CE 009 649-651 and CE 009 659
Sponsoring Agency: Office of Education (DHEW), Washington, D.C.
Report No.: VT-103-599
Grant No.: OEG-0-73-5245
EDRS Price: MF–$0.83 HC–$8.69 Plus Postage

The purpose of the small business management program is to help families improve the effectiveness of their business operation and enable them to reach family and business goals. Similar to a successful program in farm management education operational in Minnesota since 1952, the program includes classroom instruction, small group instruction, individual instruction, and instruction in business technologies. Accurate recordkeeping is incorporated at all instructional levels. The curriculum and procedures for the program were pilot tested in six locations: three in area vocational-technical institutes in Minnesota and three in communities with large minority populations. The program for American Indians is located in Arizona, for Mexican Americans in Texas, and for blacks in North Carolina. The final report describes the following phases of the project: site selection and staff development, selection and use of advisory committees, curriculum development, evaluation, and dissemination activities. Appendixes comprising about half the document (72 pages) contain forms for use in implementing the program. These include cost study analysis for an annual report, the Norper test on profit maximizing principles in both English and Spanish, the Business Attitudinal Inventory in both English and Spanish, and supplementary forms in Spanish. (The instructor's guide, curriculum, and practice problems developed are in separate volumes.) (Author/RG)

Descriptors: *Adult Education/Advisory Committees/American Indians/*Business Administration/Business Skills/Curriculum Development/*Management/Mexican Americans/Negroes/Pilot Projects/Post Secondary Education/*Program Descriptions/*Program Evaluation

Identifiers: *Small Business Management

ED133435 CE007766

Owning and Operating a Small Business. Strategies for Teaching Small Business Ownership and Management.

Nelson, Robert E.; And Others

Illinois Univ., Urbana. Dept. of Vocational and Technical Education.

Jun 76 168p.

Sponsoring Agency: Illinois State Office of Education, Springfield. Div. of Adult Vocational and Technical Education.

Report No.: VT-103-440

EDRS Price MF–$0.83 HC–$8.69 Plus Postage

To aid the teacher in providing instruction in small business ownership and management for students at the secondary, adult, continuing education, or community college levels, this curriculum guide contains 14 units, each consisting of introduction, objectives, content, and suggested activities. Suggested activities include projects, group dynamics, simulations, role playing, case studies, and assignments. A number of special activities included in each unit are categorized according to the areas of creativity and innovation, coping with change and competition, achievement motivation, problem-solving and decision making, human relations ability, and developing a positive self-image. Most units contain at least one case study depicting a real-life business situation regarding the unit topic. Units are entitled (1) The Nature of Small Business, (2) Determining Product and Market, (3) Selecting the Location, (4) Obtaining Initial Capital, (5) Choosing the Legal Form of Organization, (6) Managerial Planning, (7) Recordkeeping, (8) Financial Management, (9) Credit and Collections, (10) Advertising and Sales Promotion, (11) Employee and Community Relations, (12) Obtaining Information and Assistance, (13) Insurance, and (14) The Future of Small Business. (NJ)

Descriptors: *Adult Education/Business/*Business Administration/Business Education/Business Skills/Case Studies/*Curriculum/Curriculum Guides/*Learning Activities/*Management Education/Post Secondary Education/Secondary Education/Teaching Guides/Units of Study (Subject Fields)/Vocational Education

Identifiers: *Small Businesses

ED130976 SO009578

Fundamentals of the Free Enterprise System, Course Guide.

Texas Education Agency, Austin. Div. of Curriculum Development.

Jun 75 70p.

Report No.: Bul-744

Available from: Division of Curriculum Development, Texas Education Agency, 201 East 11th Street, Austin, Texas 78701 ($1.50 paperback)

EDRS Price MF–$0.83 HC–$3.50 Plus Postage

Guidelines are provided for developing a high school course on the fundamentals of the free enterprise system. The course goal is to promote an economically literate citizenry with a positive attitude toward its economic responsibilities. A one-semester course is described in detail, with special comments about the roles of school administrator and classroom teacher. Content includes the rationale for studying the free enterprise system, definitions of an economic system and the American free enterprise system, and management of personal economic affairs. Student objectives, unit outlines, suggested teaching/learning activities, and resources are described for each of six units. Activities include a class discussion with an owner of a small business or members of a local zoning board, classification of community businesses identified in the yellow pages, and role playing a situation in which family members have widely differing opinions on plans to make a major purchase. Listed resource materials include filmstrips, simulation games, and interview data as well as printed materials. The guide concludes with a list of 55 organizations sponsoring materials in free enterprise system education. (AV)

Descriptors: Affective Objectives/Capitalism/Cognitive Objectives/Consumer Education/Course Content/*Course Descriptions/Course Objectives/Democratic Values/*Economic Education/ *Economics/Guidelines/*Learning Activities/*Resource Materials/School Community Relationship/ Secondary Education/Simulation/Student Attitudes/Teaching Guides

Identifiers: *Free Enterprise

ED123344 CE006895

Demonstration of a Model for the Education and Training of Spanish-Speaking Entrepreneurs. Final Report.

Ramirez, Carlo; And Others

Amex Systems, Inc., Lawndale, Calif.

Oct 75 50p.

Sponsoring Agency: Community Services Administration (DHEW), Washington, D.C.

Contract No.: B6B-5499

EDRS Price MF–$0.83 HC–$2.06 Plus Postage

A three-month federally sponsored program for Spanish-speaking entrepreneurs in the San Francisco area was conducted in 1975 by Amex Systems to examine successful or exemplary education and training systems for minority entrepreneurs, develop a manual for organizing new training programs, and promote the establishment of additional programs. The alarming high failure rate of minority-owned businesses has been attributed primarily to poor management and business skills. The final report covers: needs assessment, participant and observer recruitment, site and instruction selection, classes, technical assistance, and program evaluation. Public service announcements on radio and television stations and newspaper advertisements were used to publicize the program at the University of San Francisco to potential and established entrepreneurs. Instructors included several San Francisco State staff and professional businessmen from the community, who presented classes in organizing and planning a small business; business management; marketing; financial management; and taxes, law, insurance, and other resources. Forty-four persons, including 11 observers, attended one or more of the classes; certificates were presented to 20 individuals who had attended a minimum of four classes. A participant questionnaire indicated a favorable overall response and good instructor ratings. Approximately half of the document consists of supplementary appendixes. (EA)

Descriptors: Business/Course Content/Management/*Management Education/*Minority Groups/ *Models/Needs Assessment/*Program Development/Program Evaluation/Program Planning/*Spanish Speaking

Identifiers: *Entrepreneurial Development Training/Entrepreneurs

ED133456 CE008620

Industrial Cooperative Training II. Curriculum Guide. General Related Study Units.

Virginia Polytechnic Inst. and State Univ., Blacksburg. Div. of Vocational-Technical Education.

Jun 76 373p.; For a related document see ED 114 471

Sponsoring Agency: Virginia State Dept. of Education, Richmond. Div. of Vocational Education.

Report No.: CG-2

EDRS Price MF–$0.83 HC–$19.41 Plus Postage

Basic guidelines are offered for the teacher or coordinator who is working with second year Industrial Cooperative Training students (generally students at the twelfth grade level). The contents are organized into 12 units, with each unit including two to five lesson plans, transparencies (coded "T"), handouts (coded "H"), and a bibliography section which suggests teaching sources. Each lesson contains a stated subject, objectives, and lists of teaching aids, materials, and in most cases, references. Unit headings are (1) Advanced Employer-Employee Relations, (2) Small Business Operation, (3) Job Safety, (4) Advanced Communications Skills, (5) Understanding Insurance, (6) Consumer Decision Making, (7) Current Problems in Industry, (8) How to Select and Evaluate a Company for Permanent Employment, (9) Post High School Education and Training, (10) Value Clarification, (11) Social Awareness, and (12) How to Invest. (HD)

Descriptors: *Business/Business Skills/*Cooperative Education/Curriculum Guides/Grade 12/ Industrial Relations/*Industry/Instructional Materials/*Lesson Plans/*Management/Secondary Education/Skill Development/Student Development/Teaching Guides/*Unit Plan/Vocational Education

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ED116755 JC760074

Community Outreach–A Definition

Ott, Eleanor

7p.; Not available in hard copy due to marginal legibility of original document.

EDRS Price MF–$0.76 Plus Postage. HC Not Available from EDRS.

Richland College's (Dallas, Texas) Human Resources Development Center (HRDC) offers many valuable non-instructional services to all members of the community, without requiring college enrollment. Services which have been requested have fallen into five basic categories: individual personal counseling, group counseling, family counseling, professional development for educators, and seminars and workshops designed for small business management personnel. The professional staff for HRDC has been carefully selected to assure expertise in each type of counseling. Staff counselors and psychologists, all of whom hold either doctoral or masters degrees, have previous work experience in mental health research centers, state hospitals, colleges and private practice. Consultants in the fields of psychiatry, finance, and management have been obtained by the center for dealing with specialized problems. The center is operated on a break-even basis. The fees paid by clients ($13 per hour) are used to reimburse the professional staff. Administrative costs are defrayed through grants and college district funds. Since the beginning of fall semester, 1974, 918 clients have been counseled in approximately 10,000 counseling hours, in addition to the hours devoted to seminars and workshops. (NHM)

Descriptors: *Community Services/Counseling Centers/*Counseling Services/Family Counseling/ Financial Support/Individual Counseling/*Junior Colleges/*Outreach Programs/Program Descriptions

Identifiers: *Richland College/Texas (Dallas)

ED112237 95 CE005262

Going Into Business for Yourself.

Kuebbeler, Gary L.

Ohio State Univ., Columbus. Ohio Distributive Education Materials Lab.

274p.

Sponsoring Agency: Office of Education (DHEW), Washington, D.C.

Report No.: VT-102-031

Available from: Ohio Distributive Education Materials Laboratory, The Ohio State University, 1885 Neil Avenue, 115 Townshend Hall, Columbus, Ohio 43210 (No price given)

EDRS Price MF–$0.76 HC–$13.32 Plus Postage

The purpose of the experimental curriculum is to give grade 11 and grade 12 students an understanding of the problems and decisions that face very businessman in starting and managing a business. Included in this manual are 15 lesson plans and a major student project. The project attempts to serve as a culminating activity for many of the topics discussed throughout the school year in distributive education classes. The project is flexible and permits the teacher-coordinator to adjust both the timetable and type of assignments to his particular purposes. The lesson plans were written so that the material could be presented in 20 minutes or less. (Author/VA)

Descriptors: *Business Administration/Distributive Education/Experimental Curriculum/Grade 11/Grade 12/*Instructional Materials/Lesson Plans/*Management Education/Merchandising/Publicize/*Retailing/*Secondary Education/Student Projects/Teaching Methods

Identifiers: *Entrepreneurs

ED112009 CE004756

Exploring Agricultural Careers: The Present World of Work

Lee, Jasper S.

Virginia Polytechnic Inst. and State Univ., Blacksburg. Div. of Vocational-Technical Education.

75 41p.; Portions of the photographed material may not reproduce well in microfiche. For related document, see CE 004 757

Sponsoring Agency: Virginia State Dept. of Education. Richmond. Agricultural Education Service.

Report No.: AB-5

EDRS Price MF–$0.76 HC–$1.95 Plus Postage

The booklet is designed primarily for use in teaching students about careers and the importance of work; it provides introductory information about agricultural occupations presented at the reading level of students normally enrolled in high school agricultural classes. Among the fundamental principles which should be taken into consideration when early decisions about agricultural careers are made, are these: many occupations in agribusiness tend to be similar to those of other businesses from the standpoint of benefits to the worker, yet, in certain agricultural occupations there is a great deal of difference; the hours of work, fringe benefits, and methods of pay for farm work, for instance, often vary from routine industrial work. Further information is presented on the organization of work, the trend in working conditions, the role of labor unions, labor legislation, and discussion of labor market trends and the possibilities for small businesses. Two pages of questions for discussion and activities to perform conclude the booklet. (Author/AJ)

Descriptors: Agribusiness/*Agricultural Education/*Agricultural Education/*Agricultural Occupations/Career Choice/*Career Education/Career Planning/Farm Occupations/*Instructional Materials/*Occupational Information/Off Farm Agricultural Occupations/Reading Materials/Secondary Education/Vocational Agriculture

ED125101 95 EA008428

National Project on Education for Management: Volume II.

Pennsylvania Univ., Philadelphia. Wharton Entrepreneurial Center.

75 189p.; For a related document, see EA008427

Sponsoring Agency: Community Services Administration (DHEW), Washington, D.C.

Grant No.: G-47-P90040/3-01

Available from: Elisabeth Schaub, Project Director, National Management Project, University of Pennsylvania School of Social Work, 3701 Locust Walk, Philadelphia, Pennsylvania 19174 (free)

EDRS Price MF–$0.83 Plus Postage. HC Not Available from EDRS.

This publication is one of two related volumes that were produced as part of an interdisciplinary effort at the University of Pennsylvania by the School of Social Work and the Wharton School to develop a joint educational program in social welfare management. This particular volume contains the syllabi and course outlines of six proposed classes in social welfare management intended to be conducted jointly by schools of social work and business management. Topics of the proposed courses include management of conflict and change, collective bargaining, planning and operations management, quantitative methods, information systems, and management of professionals. (JG)

Descriptors: *Administrator Education/Collective Bargaining/Conflict Resolution/*Curriculum Guides/Higher Education/*Interdisciplinary Approach/Management Information Systems/Planning/Professional Personnel/Program Development/Social Services/*Social Welfare

ED110611# CE004383

Current Perspectives in Distributive Education

Klaurens, Mary K., Ed.; Trapnell, Gail, Ed.

74 363p.

Available from: Kendall/Hunt Publishing Company, 2460 Kerper Boulevard, Dubuque, Iowa 52001

Document Not Available from EDRS

The volume on current perspectives in distributive education contains 20 individually authored articles organized into three sections. The first section on program conceptualization deals with the following subjects: the evolution of distributive education, program planning, advisory committees, placement services, post secondary distributive education, adult programs, distributive education and the disadvantaged, and training agreements. Section two on curriculum and instruction deals with these subjects: curriculum options, curriculum uniformity, postsecondary career education, specialized urban programs, incremental learning materials, store/laboratories/adult distributive education for the entrepreneur, learning activity packages, distributive education in the middle grades, marketing, tourism, and model store plans. Section three on facilitating functions and services deals with the following subjects: curriculum laboratories, research, statewide evaluation systems, distributive education supervision in urban school systems, and student teaching in distributive education. (JR)

Descriptors: Adult Programs/Advisory Committees/Career Education/*Curriculum/Disadvantaged Youth/*Distributive Education/Educational Research/Instructional Materials/Marketing/Merchandising/Post Secondary Education/*Program Development/Program Evaluation/Program Planning/Secondary Education/Special Programs/Student Placement/Student Teaching/Tourism/Urban Education

Identifiers: *Readings (Collections)

ED106182# SO008301

New Roles for Youth in the School and the Community

National Commission on Resources for Youth, Inc., New York, N.Y.

74 245p.

Available from: Citation Press, A Division of Scholastic Magazine, Inc., 50 West 44th Street, New York, New York 10036 ($4.25)

Document Not Available from EDRS.

This book provides descriptions of youth involvement projects that have made significant contributions to young people, their schools, and their communities. Each description is intended to provide information for starting and operating similar youth projects. They explain how a particular project began, mention the important problems encountered, and indicate the kind of support needed for operating the project. Each chapter has a special focus and contains in-depth descriptions of three appropriate programs and shorter descriptions of additional supplementary projects. Chapter topics include (1) Youth as Curriculum Builders, (2) Youth as Teachers, (3) Youth as Community Manpower, (4) Youth as Entrepreneurs, (5) Youth as Community Problem-Solvers, (6) Youth as Communicators, and (7) Youth as Resources for Youth. The final chapter offers suggestions on how to judge quality programs, tips for getting a project started, and necessary adult leadership qualities. (DE)

Descriptors: Action Programs (Community)/*Activity Learning/*Community Involvement/Community Programs/Cooperative Programs/Curriculum Development/*Educational Alternatives/Program Descriptions/*School Community Programs/School Community Relationship/Work Experience Programs/Youth/Youth Employment/Youth Opportunities/*Youth Programs

ED105205 95 CE003494

Distributive Marketing Education: Innovative Instructional Techniques in Distributive Marketing Education

Office of Education (DHEW), Washington, D.C.

13 Oct 73 139p.; A summary of the presentations at the USOE Region V Distributive Education Conference (Arlington Heights, Illinois, October 1973)

EDRS Price MF–$0.76 HC–$6.97 Plus Postage

The conference featured more than 40 presentations representing existing and planned innovative programs in all levels of distributive marketing education in six states. In addition to the presentations (not reproduced in their entirety in the report), there were sessions and workshops for secondary, post secondary, and adult levels and for city supervisors, teacher educators, and state supervisors, as well as for general interest audiences. Subjects included Organization for Rehabilitation through Training (ORT), instructional strategies, individualized instruction, area vocational/technical centers, small business leadership programs, adult education, miniature malls, planning programs of specialized unit, specialized programs in marketing, simulations, professional development, and informal sessions for task force groups on educating for careers in marketing and distribution, clusters, interdisciplinary approach, and training programs in business. The report includes a variety of supplementary materials related to the presentation. (MDW)

Descriptors: Administrative Personnel/Adult Education/Area Vocational Schools/*Conference Reports/*Distributive Education/Individualized Instruction/*Instructional Innovation/*Marketing/Post Secondary Education/Program Descriptions/Secondary Education/Simulation/State Supervisors/Teacher Educators/Teacher Improvement/Unit Plan/Workshops

ED097465 CE002229

Small Business Management; Business Education: 7739.11.

McCool, Felix J.

Dade County Public Schools, Miami, Fla.

72 27p.; An Authorized Course of Instruction for the Quinmester Program

EDRS Price MF–$0.76 HC–$1.95 Plus Postage

This curriculum guide gives a brief review of the relation of business to the community and an introduction to problems in organizing a small business. These problems include basic long-range decisions: type of financing, need for the business, and method of financing. The document also focuses on the more immediate problems of location, housing, personnel, equipment, layout, records, and promotion of the business. The course also includes an overview of problems of ongoing operation: management, supervision, governmental obligations, finance, production, marketing, public relations, and survival factors. It provides an outline of the objectives of the course and course content, suggested teaching procedures, evaluative instruments used, and a list of resource materials for students and teachers. Included are an appendix with a nine-page glossary and a fact sheet for small business owners. (Author/BP)

Descriptors: Behavioral Objectives/*Business/*Business Education/Course Content/*Curriculum Guides/Decision Making/Management/*Organizational Development/Problems/Secondary Grades

Identifiers: *Quinmester Program/Small Business Management

ED096424 CE002025

Franchise Opportunities Handbook

Office of Minority Business Enterprise (DOC), Washington, D.C.

Sep 73 232p.

Available from: Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402 ($2.20)

EDRS Price MF–$0.76 HC–$12.05 Plus Postage

Franchising continues to be one of the rapidly growing forms of business because it offers a means through which an individual with limited capital and experience can own or operate his own business. The publication, in its eighth edition, identifies franchisors who do not discriminate on the basis of race, color, or national origin in the availability, terms or conditions of their franchises. The listing of equal opportunity franchisors provides a brief summary of the terms, requirements, and conditions under which the franchises are available. The introductory section includes general information on franchising, suggestions, and checklists to assist and protect the potential investor, leads to other sources of information, and an identification of both governmental and private organizations which can assist minority group entrepreneurs. The sole purpose of the listing is to identify nondiscriminatory franchisors, and the information included in each listing is provided by the franchisor. The Department of Commerce does not represent the list as complete and does not guarantee, or assume responsibility for, transactions resulting from use of the information. (Author)

Descriptors: Business Administration/*Career Opportunities/*Directories/Discriminatory Attitudes (Social)/Employment Opportunities/Job Market/*Managerial Occupations/*Minority Groups/*Occupational Information/Occupations/Resource Materials/Vocational Development

Identifiers: *Franchises

ED095794 HE005871

Patterns of Innovation. An Inventory of Non-traditional Instructional Activities. Volume II.

Smith, D. Richard

Purdue Univ., Lafayette, Ind. Continuing Education Administration

Jul 74 207p.; The collection of papers in this volume is designed to supplement those contained in Volume I.

Available from: Inventory of Non-Traditional Instruction, Continuing Education Administration, 110 Stewart Center, Purdue University, West Lafayette, Indiana 47907 ($5.00)

EDRS Price MF–$0.76 HC–$10.78 Plus Postage

This document presents a collection of papers presenting an array of innovative approaches in higher education and offers papers and case studies of a variety of nontraditional activities. Some of the topics cover closed circuit TV and audio-tutorial instruction in veterinary science and medicine; televised graduate level engineering courses; the practical design approach in home furnishings; effects of various amounts and types of independent study in a nursing course, branched-program achievement testing; a program for improving instruction; a survey of Russian culture and civilization; clinician training through a self-confrontation technique; innovative instructional activity in small business management; strategic management; modular instruction in introducing biology laboratories; computer-assisted instruction for pharmacy students; counselor tutorial program; telelecture improves teaching; nontraditional instructional techniques in Horticulture; computer

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graphics; and systematic group training; service, and research program. A total of 54 innovative techniques are briefly described. (MJM)

Descriptors: Counseling/*Educational Innovation/*Higher Education/*Independent Study/*Instructional Improvement/*Instructional Innovation/Management/Program Descriptions/Tutorial Programs/Video Equipment/Visual Aids

ED095336 CE001890

Franchise Index/Profile: A Franchise Evaluation Process. Small Business Management Series No. 35.

Stigelman, C. R.

Small Business Administration, Washington, D.C.

73 58p.

Available from: Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402 (Stock No. 4500-00125, $0.65)

EDRS Price MF–$0.76 HC–$3.32 Plus Postage

The book is presented as an aid to those who have decided to invest in, or who are seriously interested in investigating, a franchise opportunity. The material presented is an index of basic information a person should have about a particular franchise to enable him to make a valid determination as to whether or not a specific franchise is the right one for him and whether or not the chances for returns both in terms of money and future are there. The questions are presented first with discussion, then repeated in a questionnaire format which may be used to profile and evaluate the franchises he is investigating. Financial and legal questions are raised, questions about training and marketing, and about home office support. The ten pages of appendixes include information about the Federal Trade Commission and franchising, the International Franchise Association, the Small Business Administration, and a listing of sources of additional information. (Author/AJ)

Descriptors: Administrative Personnel/*Business Administration/*Employment Opportunities/Guides/Investment/*Managerial Occupations/*Occupational Information

Identifiers: *Franchises/Small Business Administration

VT103440 Jun76

Owning and Operating a Small Business. Strategies for Teaching Small Business Ownership and Management.

Illinois Univ., Urbana. Dept. of Vocational and Technical Education.

154p.

300

MF and HC Availability will be announced in Vol. 10, No. 3.

This curriculum guide is designed to aid the teacher in providing instruction in small business ownership and management for students at the secondary, adult, continuing education, or community college levels. Each of the 14 units consists of introduction, objectives, content, and suggested activities. Suggested activities include projects, group dynamics, simulations, role playing, case studies, and assignments. A number of special activities included in each unit are categorized according to the areas of: creativity and innovation, coping with change and competition, achievement motivation, problem-solving and decision making, human relations ability, and developing a positive self-image. Most units contain at least one case study depicting a real-life business situation regarding the unit topic. Instructional units are entitled: (1) The Nature of Small Business, (2) Determining Product and Market, (3) Selecting the Location, (4) Obtaining Initial Capital, (5) Choosing the Legal Form of Organization, (6) Managerial Planning, (7) Recordkeeping, (8) Financial Management, (9) Credit and Collections, (10) Advertising and Sales Promotion, (11) Employee and Community Relations, (12) Obtaining Information and Assistance, (13) Insurance, and (14) The Future of Small Business. (NJ)

Descriptors: *Curriculum Guides/*Management Education/Business Skills/Teaching Guides/*Secondary Education/*Vocational Education/*Adult Education/*Learning Activities/Case Studies

Identifiers: *Small Business Management

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ABSTRACTS OF NEW AND CONTINUING PROJECTS CONCERNING ENTREPRENEURSHIP ADMINISTERED BY THE DIVISION OF RESEARCH AND DEMONSTRATION (USOE/BOAE) IN FISCAL YEARS 1976 AND 1977

Abstracts of New and Continuing Projects

Concerning

ENTREPRENEURSHIP

Administered by
The Division of Research and Demonstration (USOE/BOAE)
in Fiscal Years 1976 and 1977

Current Projects in Vocational Education—FY 76
Wesley E. Budke and Ruth Gordon, Compilers,
1977 (Available in ERIC, ED 138 782)

Current Projects in Vocational Education—FY 77
Lois Ann Sellers and Ruth Gordon, Compilers,
1978 (Available in ERIC, ED 151 611)

AIM/ARM Project of
The National Center for Research
in Vocational Education
The Ohio State University
1960 Kenny Road
Columbus, Ohio 43210

0219

CURRENT PROJECTS IN VOCATIONAL EDUCATION

FY 1976

A Model for Vocational Education Program Development in Entrepreneurship

Adult Education for Women's Entrepreneurship: Women's Ownership Workshop

Entrepreneurship Education for Adults—Program Development and Implementation

Personnel Development for Entrepreneurs

Instructional Materials for Adult Entrepreneurship of Apparel Shops

Individualized Employee Training for Small Rural Businesses

Developing Competency-Based Individualized Instruction Modules for Owner-Manager of Small Business Firms

Development and Validation of Competency Based Instructional Systems for Adult, Post Secondary, Special Needs, and Entrepreneurship via the IDECC System

FY 1977

Rural Adult Vocational Education in Entrepreneurship

Field Test and Diffusion of Entrepreneurship Instructional Materials

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NOTE: For further information concerning these projects please contact "PRINCIPAL INVESTIGATOR AND ORGANIZATION."

APPLICATION NUMBER: 498AH60090 **GRANT NUMBER:** G007603753

PROJECT TITLE: A Model for Vocational Education Program Development in Entrepreneurship

PRINCIPAL INVESTIGATOR AND ORGANIZATION:
Paul R. Cunningham, Research Associate
Arkansas Department of Education
Little Rock, Arkansas 72201 (501) 371-1855

FUNDING PERIOD: June 30, 1976 - December 31, 1977

OBJECTIVES

The overall purpose of this project is to expand the vocational education curriculum to provide adults with entrepreneurial competencies which will facilitate self-employment. More specifically, the project goals are to:

1) Develop and implement modules of instruction in entrepreneurship for adults in self-employment and potential entrepreneurs.
2) Develop a staff development program for adult educators.
3) Develop and implement a communication system which will provide more visibility to occupational training for adults.
4) Coordinate realistic training experiences in entrepreneurship.

PROCEDURES

Approximately twelve modules will be identified which will adequately cover the entire spectrum of small business ownership. A content specialist will develop technical content materials for the selected entrepreneurial modules. A selection of onsite teams will pilot test the materials. Staff development activities will include three seminars and a 2-week workshop. The project will culminate with self-contained instructional modules in the identified areas of entrepreneurship and media for maximizing vocational technical education for adults.

EXPECTED CONTRIBUTION TO EDUCATION

The expected benefits to be derived are 1) a curriculum stressing successful techniques in entrepreneurship which is relevant and exhibits considerable transportability; 2) a cadre of adult educators to teach ownership and management competencies; and 3) individuals with improved competencies in starting and managing a business enterprise. It is anticipated that the materials will be used by the 23 postsecondary vocational technical schools and many of the 321 school districts offering vocational education.

APPLICATION NUMBER: 498AH60141 GRANT NUMBER: G007603800

PROJECT TITLE: Adult Education for Women's Entrepreneurship: Women's Ownership Workshop

PRINCIPAL INVESTIGATOR AND ORGANIZATION:

Melvin L. Barlow, Director
Division of Vocational Education
Graduate School of Education
University of California at Los Angeles
133 Moore Hall
405 Hilgard Avenue
Los Angeles, California 90024 (213) 825-1838

FUNDING PERIOD: July 1, 1976 - December 31, 1977

OBJECTIVES

A career education module will be prepared detailing how the learning activities are to be used within the Andragogy instructional framework. Objectives are:

1) Development of competency-based learning activity packages and instructor's handbook on the use of these packages.
2) Review and evaluation of the packages.
3) Staff development and inservice training for adult educators and resource persons.
4) Workshop and clinic sessions for participants.
5) Preparation and distribution of the final report.

PROCEDURES

An advisory committee and third party evaluation will be used to make recommendations and evaluation of the packages. Workshop sites will be selected where local education agencies (LEAs) have made a commitment to provide resources for actual recruitment of participation making available facilities and equipment and certifying the availability of community resources. Staff development will cover learning activity packages, Andragogy, program management, career development, cooperative work experience, and business plan, and will focus on understanding and implementing McClelland's Achievement Motivation Model. There will be a series of regional workshops which will correspond to the teaching-learning strategies.

EXPECTED CONTRIBUTION TO EDUCATION

The form of vocational preparation proposed in this project is competency-based and self-paced for adult clients, thus concurrently providing a vehicle for greater involvement by vocational educators in adult education. In addition, through staff development, the instructors will adopt a comprehensive design for adult education and develop more appropriate skills for teaching adults.

APPLICATION NUMBER:	498AH60199	GRANT NUMBER:	G007605299

PROJECT TITLE: Entrepreneurship Education for Adults-Program Development and Implementation

PRINCIPAL INVESTIGATOR AND ORGANIZATION:
E. A. Persons and G. I. Swanson
Agricultural Education Division, College of Education
University of Minnesota
130 Classroom Office Building, St. Paul Campus
St. Paul, Minnesota 55108 (612) 373-1020

FUNDING PERIOD: September 30, 1976 - March 31, 1978*

OBJECTIVES

The purpose of this project is to expand the development, dissemination, and utilization aspects of entrepreneurial inquiry. Specific objectives are to:

1) Prepare instructional modules for postsecondary and adult students who are contemplating a career as an entrepreneur.
2) Refine, disseminate, and assist in utilization of instructional materials for individuals already engaged as entrepreneurs.
3) Create model legislation and state plan provisions for entrepreneurial training for postsecondary and adult students.

PROCEDURES

Instructional modules will be developed using the same curriculum team that developed the adult entrepreneurial training program. Twelve to 15 modules of instruction that can be integrated into existing vocational training programs or used for adult instruction will result. Through a series of articulated conferences, individuals in state departments of education, colleges, and local educational agencies will learn how programs for entrepreneurial training are developed, implemented, and managed. Based on a sampling of state plans for vocational education and state education laws, a model for legislation and state plan provisions will be developed to enable states to provide support for entrepreneurial training.

EXPECTED CONTRIBUTION TO EDUCATION

This study is an attempt to broaden the focus of vocational education to include career preparation for the self-employed entrepreneur. Dissemination activities will alert the state departments of education and teacher training departments throughout the United States to the potential benefits for establishing Small Business Management training programs. Other project activities will work to eliminate or neutralize the restraints commonly encountered in establishing a new curriculum effort.

*Funding received during the transition quarter.

APPLICATION NUMBER: 498AH60054

GRANT NUMBER: G007603752

PROJECT TITLE: Personnel Development for Entrepreneurs

PRINCIPAL INVESTIGATOR AND ORGANIZATION:

Julie N. Boettcher and
Admin. Assistant
Nebraska RCU
Box 33, Henzlik Hall
University of Nebraska
Lincoln, Nebraska 68588
(402) 472-3337

Ronald M. Hutkin
Assoc. Dean
Platte Tech. Comm. College
P. O. Box 1027
Columbus, Nebraska 68601
(402) 564-7132

FUNDING PERIOD: July 1, 1976 - August 31, 1977

OBJECTIVES

The purpose of this project is to design intensified, individualized, and group-oriented instructional programs in personnel development for the entrepreneur. The principal objectives are to:

1) Design an instructional program and delivery system for assisting entrepreneurs and potential entrepreneurs in obtaining assessment, planning, and management skills.
2) Test the viability of the instructional program and delivery system by installation of courses for entrepreneurs at the Platte Campus to serve both urban and rural populations.
3) Prepare materials and procedures documentation for the operation of personnel development institutes in Nebraska Technical Community Colleges.

PROCEDURES

Phase I, the assessment phase of the project, will be concerned with establishing advisory committees (one urban and one rural) and conducting a needs assessment of a sample of small business managers to determine course content. Phase II will be the development of instructional materials and training in service agencies to small businesses. Phase III will consist of a field test of course materials through classes conducted at the Platte Community College. Trained instructors will conduct the classes and supervise the participants on the job following completion of the course.

EXPECTED CONTRIBUTION TO EDUCATION

The availability of an instructional package for entrepreneurial programs assures that participants may be served through the present technical community colleges of Nebraska. This project will also field test a method of inservicing potential teachers of entrepreneurial programs through cooperative placement in the service agencies of small business.

APPLICATION NUMBER: 498AH60278 GRANT NUMBER: G007603757

PROJECT TITLE: Instructional Materials for Adult Entrepreneurship of Apparel Shops

PRINCIPAL INVESTIGATOR AND ORGANIZATION:
Kathryn Greenwood, Associate Professor Clothing, Textiles, and Merchandising
Division of Home Economics
Oklahoma State University
Stillwater, Oklahoma 74074 (405) 624-5035

FUNDING PERIOD: July 1, 1976 - December 31, 1977

OBJECTIVES

1) Develop individualized and modularized instructional materials which will provide entrepreneurial competencies for potential small apparel shop owners.
2) Test the instructional materials through use in a pilot open entry/open exit setting with role model merchants as consultants.
3) Evaluate the instructional materials during the pilot study period with assistance from a panel of business experts.
4) Revise the instructional materials and make recommendations concerning their continued use in open entry/open exit programs to provide adult entrepreneurial competencies which facilitate self-employment.

PROCEDURES

The materials will be designed to incorporate entrepreneurial competencies within the four functions of retail store organization: 1) accounting and control, 2) buying and merchandising, 3) operation and management, and 4) advertising and promotion. Successful apparel merchants and other business experts will be involved in the development of the instructional materials, in the implementation of the pilot open entry/open exit program, in the evaluation of the results of the research project, and in the revision of instructional materials.

EXPECTED CONTRIBUTION TO EDUCATION

1) Instructional materials will be made available for use in adult open entry/open exit programs by Distributive Education and Home Economics teacher-coordinators throughout the country.
2) Individualized and modularized learning materials will facilitate effective instruction and will allow flexibility in the use of time by the teacher-coordinator.
3) Flexible learning situations will be created for adult trainees.
4) The instructional system will serve as a model for the development of entrepreneurial competencies necessary for success in establishing many types of specialty shops.

APPLICATION NUMBER: 498AH60027 **GRANT NUMBER:** G007603751

PROJECT TITLE: Individualized Employee Training for Small Rural Businesses

PRINCIPAL INVESTIGATOR AND ORGANIZATION:
Harry Hoch, Director of Continuing Education
Treasure Valley Community College
650 College Boulevard
Ontario, Oregon 97914 (503) 889-6493

FUNDING PERIOD: July 1, 1976 - June 30, 1977

OBJECTIVES

1) Demonstrate to small businessmen the value of an individualized employee training program.
2) Demonstrate a technique by which an individualized employee training program can be developed and put into use in small businesses.
3) Assist small business managers in implementing their management skills in training employees for conformity to various state and federal regulations, profitable management objectives, and setting of management priorities.

PROCEDURES

The project features: 1) selection and use of local resource people; 2) use of color video camera and cassette tape to make up at least three individualized training programs (specific for each business) for each of the twelve participating businesses; 3) use of video tape cassette for delivery; 4) setting up five viewing (training) centers; and 5) establishing a library of materials that businessmen will use. A pilot program will be shown to potential cooperating businesses to demonstrate what the program can do in responding to management needs. Following the identification of the 12 participating businesses, specific needs of each business will be determined, and a program schedule developed. Evaluation will be conducted by a third party, and will be administered to employers, employees, and customers through a combination of questionnaires and personal interviews.

EXPECTED CONTRIBUTION TO EDUCATION

1) Increased management efficiency in small businesses.
2) Increased cooperation between Treasure Valley Community College and small businesses.
3) Improved services to customers.
4) Increased earnings to small businesses.
5) Employees with better training and more enthusiasm for their jobs.
6) Improved cooperation with State and Federal regulatory agencies.
7) Availability of the video tapes for dissemination.

APPLICATION NUMBER: 498AH60108 GRANT NUMBER: G007603754

PROJECT TITLE: Developing Competency-Based Individualized Instruction Modules for Owner-Managers of Small Business Firms

PRINCIPAL INVESTIGATOR AND ORGANIZATION:
Barry L. Reece and Richard L. Lynch
Division of Vocational and Technical Education
Virginia Polytechnic Institute and State University
Blacksburg, Virginia 24061 (703) 951-5191

FUNDING PERIOD: July 1, 1976 - December 31, 1977

OBJECTIVES

The purpose of this project is to develop, administer, and evaluate a series of individualized instructional modules designed to develop managerial-entrepreneurial competencies. The modules will be delivered to business owner-managers on a one-to-one basis as soon as they begin to operate their businesses. Specific objectives are:

1) Identify core-crucial managerial-entrepreneurial competencies which are needed by owner-managers of a small retail, wholesale, or service business.
2) Prepare a series of individualized instructional modules designed to develop these competencies.
3) Recruit and train teacher-counselors to assist owner-managers of small business with completion of the instructional modules.
4) Recruit and enroll a minimum of 25 owner-managers of newly-formed business firms in a program of study which features an individualized instructional format.
5) Conduct an evaluation to assess the degree to which the instructional modules have aided owner-managers.

PROCEDURES

A review of the literature devoted to causes of small business failure should yield a list of core-crucial competencies necessary for successful management of a small marketing firm. Once this list is validated, a series of individualized instructional modules designed to develop these core-crucial competencies will be developed. The project staff will then recruit and train teacher counselors who, in most cases, will be distributive education teacher-coordinators to assist a minimum of 25 owner-managers of newly-formed small business with completion of the instructional modules. Owner-managers will be located within two metropolitan communities and one multicounty region of southwestern Virginia. The individualized instructional program will extend over a period of 6 months.

EXPECTED CONTRIBUTION TO EDUCATION

Each year approximately 400,000 persons form new business enterprises, of which 90 percent fail. Educators throughout the nation will be able to use these modules to assist owner-managers at the most crucial time--opening through the first 6 months of the life of the business.

APPLICATION NUMBER: 498AH60200 **GRANT NUMBER:** G007605242

PROJECT TITLE: Development and Validation of Competency Based Instructional Systems for Adult, Post Seconda[illegible] Special Needs, and Entrepreneurship via the I[illegible]ystem

PRINCIPAL INVESTIGATOR AND ORGANIZATION:

Larry Casterline
Interstate Distributive Education Curriculum Consortium
(IDECC), Inc.
The Ohio State University
119 Townshend Hall
1885 Neil Avenue
Columbus, Ohio 43210 (614) 422-4202

FUNDING PERIOD: July 1, 1976 - December 31, 1977*

OBJECTIVES

The purpose of this project is the further development and validation of the Interstate Distributive Education Curriculum Consortium (IDECC) system.

PROCEDURES

Using the current IDECC system as the nucleus, this project will develop and validate the following:

1) A competency-based adult distributive education instructional system.
2) A competency-based postsecondary instructional system.
3) A competency-based special needs instructional system.
4) Competencies for new and additional occupations in marketing and distribution.
5) A competency-based learning system for entrepreneurship.

EXPECTED CONTRIBUTION TO EDUCATION

The educational significance is that IDECC is considered by many educators as the first comprehensive instructional system available to teachers on the secondary level. With the end results of the project, a comprehensive system can be available to educators in adult, postsecondary, and special needs education.

*Funding received during the transition quarter.

APPLICATION NUMBER: 498AH70044 GRANT NUMBER: G007701873

PROJECT TITLE: Rural Adult Vocational Education in Entrepreneurship

PRINCIPAL INVESTIGATOR AND ORGANIZATION:
James R. Durkee, Associate Professor
Department of Vocational Education
University of Wyoming
Laramie, Wyoming 82071 (307) 766-3267

FUNDING PERIOD: September 1, 1977 - August 31, 1978

OBJECTIVES

The primary objective of the project is to develop instructional materials that may assist vocational teachers in local communities in developing adult vocational programs in entrepreneurship. The objectives include: (1) developing and/or collecting and adapting instructional material to assist the small rural businessman in the operation and management phases of business; (2) designing a computer-based record and management system for owners and operators of production units in agriculture and develop appropriate instructional materials for preparing farmers and ranchers to use the systems; (3) field testing to the extent that funds are available; and (4) determining opportunities for establishing rural adult vocational education programs through the field test process.

PROCEDURES

Procedure will be to (1) identify, collect, and adapt instructional materials for owners and operators in small rural isolated businesses and agricultural production units; (2) select one or two rural communities based on interest and support of vocational teachers; (3) field test instructional materials in pilot communities and evaluate materials and processes; and (4) disseminate project findings.

EXPECTED CONTRIBUTION TO EDUCATION

The project will expand and improve the quality and quantity of present rural adult vocational education programs by designing and field testing model to be used in the state of Wyoming or similar states with small rural isolated communities. It will also make available a computer-based record and management system for teachers to initiate programs in adult education in agriculture.

APPLICATION NUMBER: 496AH70017 CONTRACT NUMBER: 300770330

PROJECT TITLE: Field Test and Diffusion of Entrepreneurship Instructional Materials

PRINCIPAL INVESTIGATOR AND ORGANIZATION:
Kristina Engstrom, Director
Contract Research Corporation
25 Flanders Road
Belmont, Massachusetts 02178

FUNDING PERIOD: August 26, 1977 - February 26, 1979

OBJECTIVES

The purpose of this project is to: (1) determine the effectiveness of previously developed curricula, secondary and postsecondary, in the skills of small business ownership/management; (2) improve the instructional materials based on a preliminary review and a field test, and (3) disseminate the revised curricular to secondary and postsecondary institutions offering programs which prepare students for small business ownership and management.

PROCEDURES

1. Conducting a preliminary review of the existing curricula by owners/managers of small businesses, representatives of the Small Business Administration, and business educators as potential consumers.
2. Revising content and format of curricula prior to field testing.
3. Conducting a field test in an inner city and a rural or suburban setting for each curricula.
4. Revising the content and format of the curricula based on field test findings.
5. Producing 250 copies of the revised instructional materials.
6. Compile a list of institutions intending to offer courses in entrepreneurship who have declared an interest in using the revised curricula; disseminating the curricula to 25 potential users and to regional and state curricula coordination centers.
7. Preparing a brochure describing the curricula and sources of purchasing the materials for dissemination.

EXPECTED CONTRIBUTION TO EDUCATION

This project will make available potentially valuable materials as a resource for students and teachers in varying kinds of institutions which offer programs in small business management and ownership.